

North Etobicoke Local Settlement Strategy



**North Etobicoke
Local Immigration
Partnership**

March 2011

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We thank Citizenship and Immigration Canada for their wholehearted endorsement and financial support of this project.

For the North Etobicoke LIP, community engagement with newcomers, long-term residents and local stakeholders was key in the planning process of building a welcoming community. The consultations undertaken with newcomers sharing their settlement experiences have reinforced the importance of 'voice' and the community empowerment process and we are grateful for their contributions and value every effort made in assisting to create this strategic plan.

Many thanks also to the LIP Project Management Team (Fatima Filippi, Elizabeth Bethune, Sunny Wang) who supported the North Etobicoke LIP and to Consultant Radha Nayar from Nayar Consulting.

Introduction

Community engagement means people working collaboratively, through inspired action and learning, to create and realize bold visions for their common future

--Paul born



Introduction

The North Etobicoke Local Immigration Partnership Project has evolved over the past 16 months (Phase I). The project has been led by a Partnership Council made up of representatives from community agencies, business representatives, city agencies, local residents and other stakeholders to develop a Local Settlement Strategy and Action Plan.

Studies completed for this report was developed through 8 culturally specific focus groups, 2 broad-based community consultations, 3 target focus groups, employers surveys, community agency surveys, and work group meetings involving multiple stakeholders. Over 500 individual ideas were offered and have been processed into strategies and an Action Plan. The Action Plan takes a holistic approach on solutions for successful settlement and integration of newcomers and residents for a welcoming community in North Etobicoke.

The driving force of the project is the present LIP Partnership Council, which originated during a concept development meeting on May 23rd 2008 in response to the call for proposals issued by Citizenship and Immigration Canada and the Ministry of Citizenship and Immigration. Many of the community stakeholders represented at the meeting included various large, small, grassroots agencies, school boards and the City of Toronto and at the time the North Etobicoke Revitalization Project. By consensus, the Rexdale Women's Centre was the applicant for the proposal. Since August 2009 when the LIP proposal was accepted for funding by CIC, the Rexdale Women's Centre has been the lead agency for the project.

The purpose of this report is to share the results of the North Etobicoke LIP's work. Those results include a Settlement/Integration Strategy and Action Plan for Phase II (please see Section 5 of this report) and a proposed structure that will continue the collaborative nature of the LIP (please see Section 6 of this report).

I. Background

“We like to live in North Etobicoke, because of the convenience and accessibility of schools, community services, grocery stores, transportation and places of worship. It’s a diverse community where people share different cultures and celebrate various festivals.”

--Focus Group Participant (April 2010)

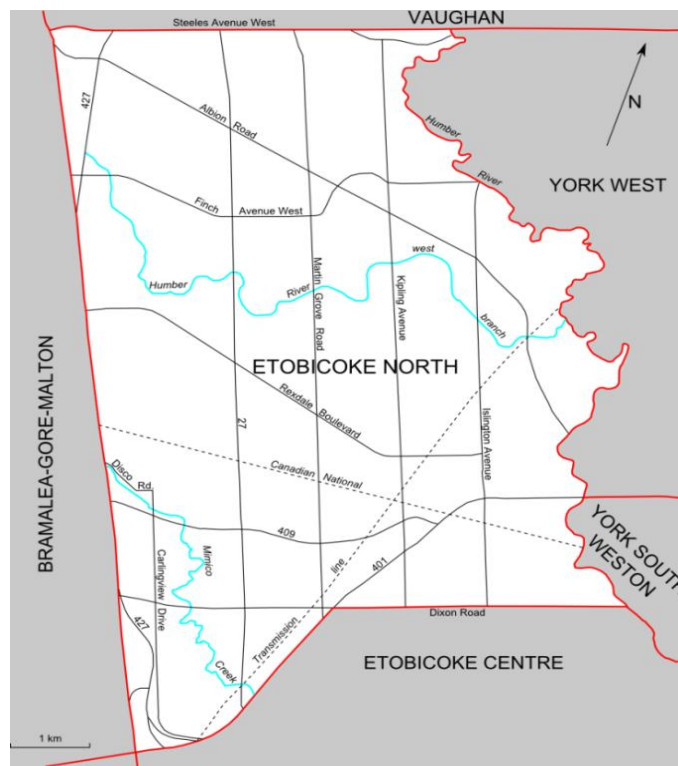


I. Background

North Etobicoke Local Immigration Partnership

North Etobicoke Local Immigration Partnership is a partnership of local organizations and groups, with Rexdale Women's Centre as trustee. Partners include local residents, community organizations, city agencies, local businesses, etc. The Partnership Council runs as the steering committee, along with three work groups focusing on developing a Local Settlement Strategy in Phase I, from September 2009 to March 2011.

1.1 Geographic Boundaries



North Etobicoke is located in the far north-west quadrant of the City of Toronto, bordered by Steeles Avenue to the north, Highway 427/the Brampton border to the west, the Humber River to the east, and Dixon Road/Highway 401 to the south. The six neighbourhoods in North Etobicoke are:

- West Humber-Clairville
- Mount Olive-Silverstone-Jamestown
- Thistletown-Beaumont Heights
- Rexdale-Kipling
- Elms-Old Rexdale
- Kingsview Village-The Westway

1.2 Vision

North Etobicoke LIP intends to improve immigrants' access to settlement services, education and language training and employment through a coordinated and integrated system. Together we aim for North Etobicoke to be a community where newcomers feel they can settle, adapt and feel welcomed.

1.3 Mission

- To develop a comprehensive approach to settlement and integration that fits the needs of the 6 Toronto neighbourhoods represented in Wards 1 and 2
- To identify gaps in services and provide supports required to address these gaps, to achieve service integration
- To improve immigrant access to settlement services, education and language training and employment
- To co-ordinate and be a support network for the diversity of agencies providing services for immigrants
- To build new connections and strengthen existing connections among existing local Partnerships, smaller agencies, coalitions and networks

1.4 Goals of North Etobicoke LIP Phase I

Phase I started from September 2009 to March 2011, including an extension period from September 2010 to March 2011. There are two major goals to achieve in Phase I:

1. To develop a collaborative LIP Partnership Council

One primary goal of this initiative has been to develop a comprehensive LIP Partnership Council (LIPC) with a wide range of representatives. This includes:

- Developing a structure for the LIPC including terms of reference
- Identifying future roles and responsibilities of the LIPC
- Determining the membership of the LIPC

2. To develop a comprehensive Local Settlement Strategy

This strategy is part of planning for future growth in North Etobicoke, but it is also about creating a welcoming and sustainable community. The strategy addresses three objectives:

- Improve access to and coordination of effective, strategic and comprehensive services/programs that facilitate immigrant settlement and integration
- Improve access to the labour market for immigrants
- Strengthen awareness and the capacity of North Etobicoke where newcomers feel that they can settle, adapt and become part of the broader community

II. Environmental Scan



II. Environmental Scan

2.1 Demographic Profile

North Etobicoke is a vibrant part of the City of Toronto. With a population of almost 116,000, it is made up of 6 vibrant and growing neighbourhoods. All of these neighbourhoods are complex, and their stories are always changing. One constant in every North Etobicoke neighbourhood, however, is the strong immigrant presence. There are countless immigrant communities in North Etobicoke, each with its own unique assets, needs and special contributions to make to our city.

There is a rapid change in immigrant communities in North Etobicoke. In fact, more new immigrants are settling in North Etobicoke (24.4%) than across the City of Toronto (21.6%). Of these, 33% settle in the neighbourhood of Mount Olive - Silverstone - Jamestown. Further, 24% of new immigrants settle in the neighbourhood of Kingsway Village - The Westway.

While China dominates the City of Toronto as the largest source country for immigrants (including recent immigrants), India dominates in North Etobicoke as the source country for both immigrants and recent immigrants (i.e. people who have immigrated in the last 5 years). Jamaica is the second largest source country in North Etobicoke. Sixty-five percent (65%) of North Etobicoke's population is made up of visible minorities (as defined in Statistics Canada Census) as compared to 47% of the City of Toronto.

Immigrant communities from the South Asian diaspora, primarily India and Pakistan, are by far the fastest growing in North Etobicoke. In fact, almost 60% of recent immigrants to North Etobicoke identify as South Asian. While the South Asian community is spread throughout North Etobicoke, they are particularly concentrated in West Humber - Clairville and Mount Olive - Silverstone - Jamestown. The second largest visible minority community, the Black community, can be largely found in the Elms-Old Rexdale area.

In 42% of North Etobicoke homes, English is not the predominant language, as compared to 32% of homes across Toronto. Of the non-official languages that are most often spoken in North Etobicoke homes, Punjabi is easily the most prevalent. In general, South and Central Asian languages are the most common among the top non-official languages, with Punjabi, Gujarati, Urdu, Tamil, Arabic, Hindi, and Farsi all on the list, as well as the Southeast Asian language of Tagalog. European languages also arrive on the list in the form of Spanish (reflecting the large number of Latin American immigrants) and Italian, while two African languages, Somali and Twi, are also spoken in more than 1% of North Etobicoke homes.

Like the City of Toronto, fully 20% of all families in North Etobicoke are lone parent families headed by women. And, as we look more carefully at the picture, more

troubling data emerges. Recent immigrants experience much higher levels of poverty than others in North Etobicoke (30.5% versus 20.1%). The lowest income levels are in the areas where there are the most recent immigrants, namely Mount Olive-Silverstone-Jamestown and the Kingsway Village-The Westway. Unemployment is highest for recent immigrants (10.3%), versus 7.9% for visible minorities and 7.2% for the total population. Even more startling is the unemployment picture for women, where 16.7% of recent immigrant women are unemployed, as compared to 5.1% of recent immigrant men and 9.1% of all women. This, when 35.9% of all recent immigrants have at least a Bachelor degree, and only 18.6% of all immigrants and 17.1% of the total population in North Etobicoke can claim the same.

This demographic picture points to a need for services and supports that can address immigrants' realities across a number of variables. Services must reflect language and ethno-cultural needs. They must also capitalize on the educational and other assets of immigrants. Services must work together to provide the full spectrum of services to families in accessible ways. The barriers that all immigrants face when trying to get supports must be recognized, and addressed through coordinated service delivery. Local planning that is resourced to recognize the complexities of the immigrant experience in North Etobicoke will help this community to thrive and contribute to the City of Toronto being a place where immigrants want to come and can successfully settle.

2.2 Services in North Etobicoke

As part of its planning process, the LIP has compiled a service directory that lists all available services in North Etobicoke across a number of different areas. The community snapshot allows us to begin to broadly assess service gaps in North Etobicoke, in order to inform potential collaborations or planning in the future. Please note that this assessment does not consider geographic location of services or reach of services in fulfilling their respective mandates. It also focuses only on the basic service areas related to settlement. The assessment is meant to uncover very broad questions for further consideration.

Generally, speaking, there is a diverse range of programs and services available to North Etobicoke residents. This includes the following:

- 22 employment agencies or programs
- 15 organizations directly providing accessible housing or housing supports
- 14 language training programs
- 5 organizations offering legal supports
- 10 recreational spaces
- 12 organizations serving seniors, including at least 4 facilities for seniors to live
- 25 agencies or programs offering settlement services
- 14 organizations or programs serving the needs of women
- 16 youth-led bodies and 27 organizations or programs serving youth

These numbers indicate a good array of services for North Etobicoke, but also begin to reveal potential gaps. In particular, the following points emerge as noteworthy:

- NE has a younger population than the rest of the City of Toronto, and so the strong presence of youth-led bodies and agencies serving youth is a good trend.
- There are a larger number of women age 25 – 49 in NE; this has implications for organizations that want to reach out to families. Programs should focus on engaging women as part of broader outreach efforts.
- Employment programs need to reach out to newly arrived immigrants as a special target group and within that, newly arrived women, as they experience the highest rates of unemployment in the neighbourhood. Given the high levels of education of recently arrived immigrants, community agencies should continue to explore partnerships with universities and/or corporate job programs.
- Most settlement services in North Etobicoke have a mandate to serve all ethnic or racial communities; examples of ethno-specific organizations include those that serve the Somali, Iraqi and Assyrian communities. All relevant programs and services should consider how they are serving the various communities. In particular, the growth of South Asians in North Etobicoke points to the imminent need to ensure that those community members are being well served; in particular, the Punjabi and Pakistani communities warrant attention.

- Given the large number of recent immigrants, planning should ensure that there are adequate legal, financial and consumer literacy supports in place for individual who need support to navigate Canadian systems.
- There is value in considering how to continue to support resident leadership (or community development work) in ethnic communities in the area. Given the many place-based initiatives being funded in the GTA, there is an opportunity to support both longer-term and newly arrived immigrants to build their leadership capacity and engage in civic participation in order to make the community the best place possible to live.
- The majority of language training in NE is through the Toronto District School Board. There may be value in having more language training in community-based service organizations, in order to provide access to other supports and services.

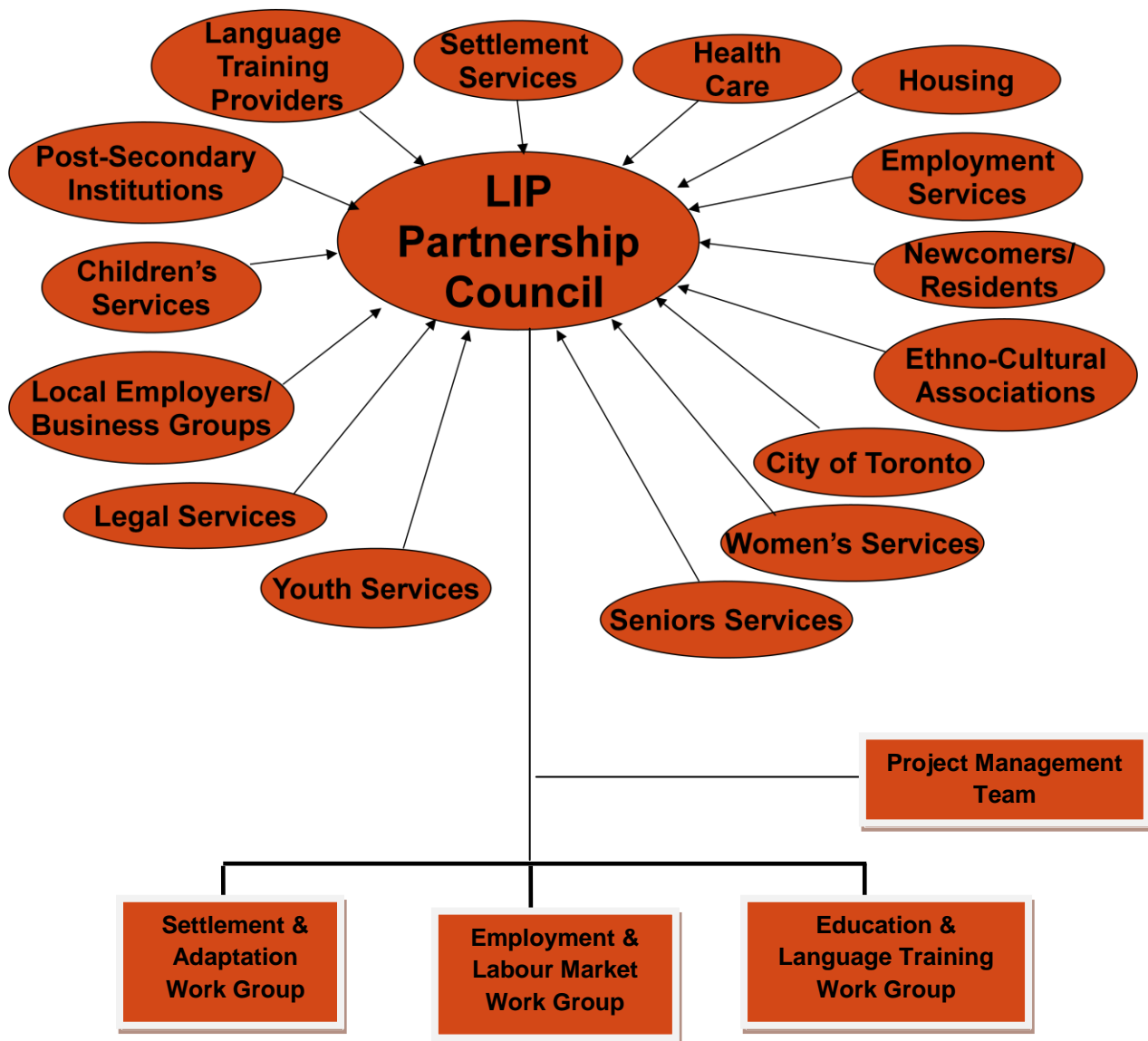
Although this information is broad, when considered with the community snapshot data, it should provide a starting place for discussion about planning as part of the LIP.

III. Governance Structure and Procedures



III. Governance Structure and Procedures Phase I

3.1 LIP Governance Structure



The Partnership Council is the steering committee and advisory council for North Etobicoke LIP. The Co-Chairs of the Partnership Council head the Partnership Council and are responsible for convening and chairing the Partnership Council meetings. The Partnership Council is responsible for developing the Local Settlement Strategy and Action Plan.

The Partnership Council maintains oversight of all the activities undertaken by the extended body, the three work groups (Settlement & Adaptation Work Group, Employment & Labour Market Work Group, and Education & Language Training Work Group). The Partnership Council is the decision-making body for the three work groups, sets the guidelines, and supports the action plans for each work group.

3.2 LIP Partnership Council (LIPC)

(1) Council Development

North Etobicoke LIP convened on September 21st 2009. The Launching of North Etobicoke LIP and the first Community Strategy Meeting to initiate the project was held on October 21st 2009. At this meeting, a broad range of stakeholders from multiple sectors and members of the North Etobicoke Revitalization Project attended, including community residents. Community partners who were at the concept development meeting in 2008 were also present. Apart from these groups, much outreach at various network meetings, engaging with community leaders and referrals from individual service providers supported the large presence at the meeting. During the meeting, details of the objectives and goals of LIP and a proposed model of a Partnership Council for North Etobicoke LIP along with the project deliverables were presented and members with a vested interest were asked to join the council and work groups. Later on, three work groups (section 3.3) were formed as an extension of the current Partnership Council, since there was a growing interest in the visioning of the project. From the inception, residents were engaged within the Council meetings and work groups and were involved in the decision making process. Residents continue to have a vital role at both the Partnerships Council meetings and participation in work groups.

Presently, the Partnership Council is comprised of service providers, city agencies, grassroots agencies, elected representatives, business groups, immigrant individuals and other stakeholders, which are located, provide services, or reside in North Etobicoke.

(2) Meeting Schedule

Thirteen Partnership Council meetings have been held in Phase I, including 6 meetings in the extension period.

1 st	November 9 th , 2009	Hall Room, Thistletown Multi-Service Centre
2 nd	December 10 th , 2009	Hall Room, Thistletown Multi-Service Centre
3 rd	February 16 th , 2010	Hall Room, Thistletown Multi-Service Centre
4 th	March 10 th , 2010	Hall Room, Thistletown Multi-Service Centre
5 th	April 15 th , 2010	Hall Room, Thistletown Multi-Service Centre
6 th	June 15 th , 2010	Hall Room, Thistletown Multi-Service Centre
7 th	July 15 th , 2010	Albion Neighbourhood Services-Newcomer Resource Centre
8 th	September 15 th , 2010	Hall Room, Thistletown Multi-Service Centre
9 th	November 15 th , 2010	Hall Room, Thistletown Multi-Service Centre

10 th	December 10 th , 2010	Hall Room, Thistletown Multi-Service Centre
11 th	January 18 th , 2011	Hall Room, Thistletown Multi-Service Centre
12 th	February 22 nd , 2011	Hall Room, Thistletown Multi-Service Centre
13 th	March 9 th , 2011	Barker Room, Thistletown Multi-Service Centre

(3) Procedures

Decision Making

The preferred method of decision making for the Partnership Council is by consensus, where all members agree or at a minimum can live with the decision. In special circumstances when a consensus cannot be reached, the Partnership Council will seek the majority vote.

Quorum

The quorum shall be 50% +1 of the full members.

Conflict of Interests

Members on Partnership Council and LIP staffs are expected to conduct themselves with personal integrity, ethics, honesty and diligence in performing their duties for the project. Partnership Council members and LIP staffs are required to support and advance the interests of the project and avoid placing themselves in situations where their personal interests actually or potentially conflict with the interests of the North Etobicoke Local Immigration Partnership.

(4) Membership List

Partnership Council	1	Althea Martin-Risden (Co-Chair)	Rexdale Community Health Centre
	2	Aubrey McNaughton	Resident
	3	Barbara Emode	Ministry of Training, Colleges and Universities
	4	Bernice Koz	Albion Neighbourhood Services-Newcomer Resource Centre
	5	Christiana Mbazigwe	Women's Creative Club International
	6	Claudia Coore	City of Toronto, Community Development Officer
	7	Fatima Filippi (Co-Chair)	Rexdale Women's Centre
	8	Gail MacFayden	Toronto Public Library-Albion District
	9	Grace Varrecchia	Toronto Employment and Social Services
	10	John Alderdice	Economic Development Department
	11	John Silcock	Parks and Recreation Department
	12	Julet Allen	Toronto Housing
	13	Kevin Jagmohan	Coalition of Rexdale Organizations Serving Youth
	14	Melinda Kao	Humber College

	15	Qaiser Khan	YWCA-JUMP
	16	Richard DeGaetano	Social Planning Toronto
	17	Robert Koil	Resident
	18	Rose Brunetta	Rexdale Community Legal Clinic
	19	Shalini Srivastava	Albion Islington Square Business Improvement Area
	20	Suzan Hall	Resident
	21	Tariq Kidwai	Community Microskills Development Centre
	Support: LIP Staff Elizabeth Bethune, Sunny Wang		
Advisory Committee on Partnership Manual	1	Althea Martin-Risden	Rexdale Community Health Centre
	2	Christiana Mbzigwe	Women's Creative Club International
	3	Fatima Filippi	Rexdale Women's Centre
	4	Gail MacFayden	Toronto Public Library-Albion District
	Support: LIP Staff Elizabeth Bethune, Sunny Wang		
Strategy Action Planning Committee	1	Claudia Coore	City of Toronto, Community Development Officer
	2	Fatima Filippi	Rexdale Women's Centre
	3	Gail MacFayden	Toronto Public Library-Albion District
	4	Grace Varrecchia	Toronto Employment and Social Services
	5	Kevin Jagmohan	Coalition of Rexdale Organizations Serving Youth
	6	Qaiser Khan	YWCA-JUMP
	7	Richard DeGaetano	Social Planning Toronto
	8	Aubrey McNaughton	Resident
	9	Barry Marsh	Resident
	10	Zakaria Saleh	Resident
	Support: LIP Staff Elizabeth Bethune, Sunny Wang		

3.3 LIP Work Groups

In addition to the Partnership Council, North Etobicoke LIP has three work groups, which are seen as an extension of the Partnership Council. The work of these work groups are reported back to the LIPC. These work groups have met 4 times in Phase I and are actively involved in planning and strategizing the Local Settlement Strategy and Action Plans.

(1) Descriptions of Work Groups

Settlement & Adaptation Work Group

This work group comprised of various stakeholders and connected to assess current settlement services in North Etobicoke, identified gaps in services, and generated ideas for filling those gaps. The group also looked at prioritizing and addressing immediate settlement needs for the community, developed action plans, made recommendations, and reported to the partnership council.

Employment & Labour Market Work Group

This work group addressed immigrants employment needs, assessed the level of access to employment and training opportunities, explored employment issues for all immigrants and community residents, and analyzed employers' needs. Members also examined trends and changing conditions to help employers better engage with residents.

Education & Language Training Work Group

This work group focused on exploring educational and language training opportunities for immigrants, systems of support, structural and individual barriers concerning access to education and language training programs. The group also examined the overall quality and co-ordination of education and language training programs in North Etobicoke.

(2) Roles and Responsibilities of Work Groups

The purpose and responsibilities are mandated by the Partnership Council. Work Groups are authorized to do the following:

- Select members based on what information, expertise, influence and skills needed
- Select members who have a vested interest in solving problems
- Identify, research and develop action items
- Develop, review and revise action plans
- Devise a strategic direction for action plan

(3) Membership List

Settlement & Adaptation Work Group	1	Barbara Taylor	Toronto Employment and Social Services
	2	Faye Stoddart	West Indian Volunteer Community Support Services
	3	Frank Kelly	VPI, Etobicoke Employment Assessment Centre
	4	Gail MacFayden	Toronto Public Library-Albion District
	5	George Yako	Iraqi Community Services of Ontario
	6	Gursharan Kandra	Canadian Intercultural Association of Students
	7	Hersi Ali	Horn of Africa Community Development

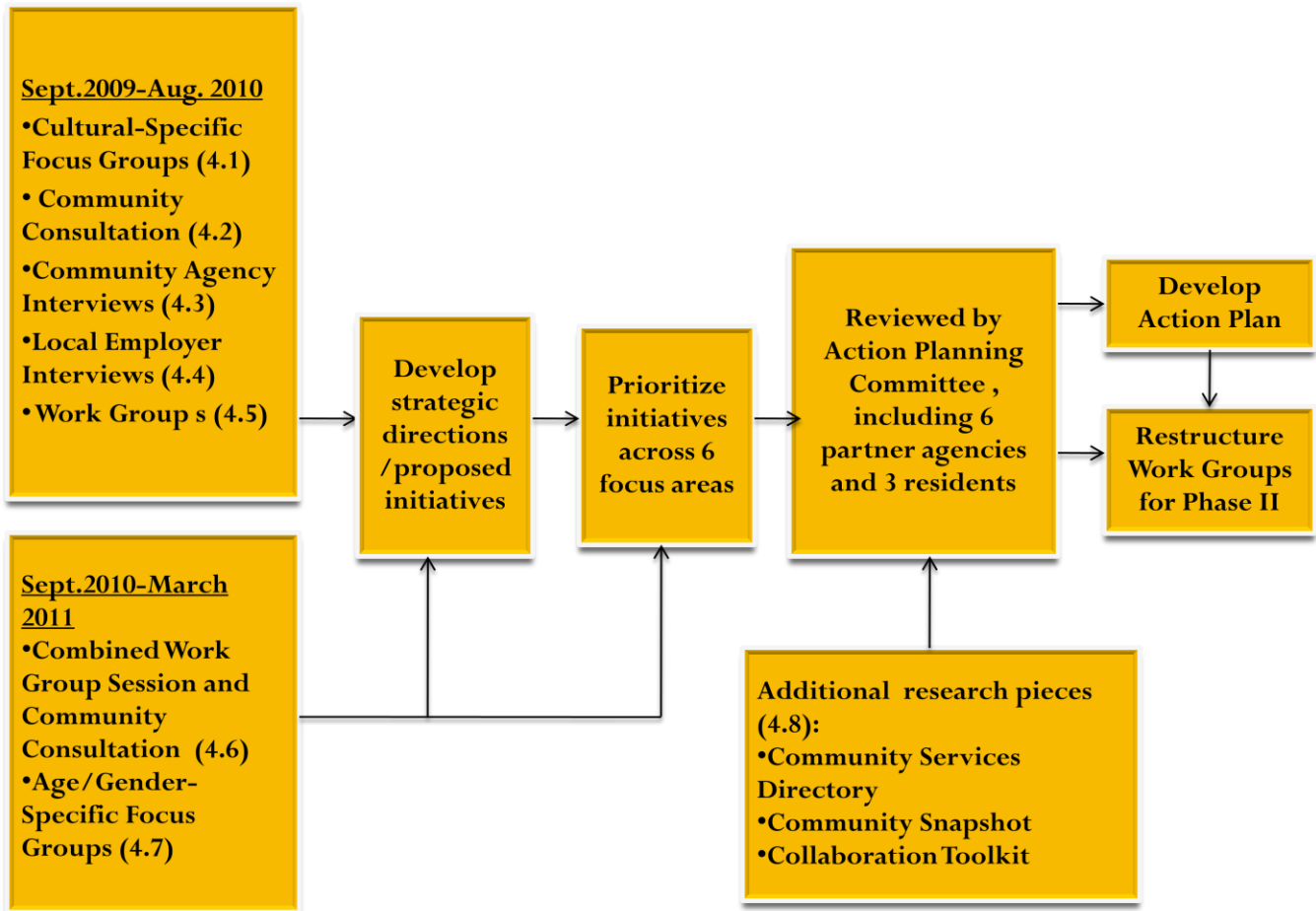
	8	Kelvin Tinglin	Resident
	9	Maryan Barre	Rexdale Community Health Centre
	10	Mike Lipowski	City of Toronto-Culture Division
	11	Myra Tysoe	YWCA -JUMP
	12	Osman Ali	Somali Canadian Association of Etobicoke
	13	Reena Bhuchar	Albion Neighbourhood Services-Newcomer Resource Centre
	14	Rose Brunetta	Rexdale Community Legal Clinic
	15	Roy Barriffe	Resident
	16	Russ Mitchell	Action for Neighbourhood Change
	17	Saadia Akram-Pall	Rexdale Women's Centre
	18	Samiya Hassan	Thistletown Community Services
	19	Suzan Hall	Resident
	20	Teresa Sciscione	Resident
	21	Thelma Amos	City of Toronto-Culture Division
Support: LIP Staff Elizabeth Bethune, Sunny Wang			
Employment & Labour Market Work Group	1	Ayan Ainab	Dixon Community Services
	2	Christina Chu	World Service Cargo (Working Skills Centre)
	3	Frank Kelly	VPI-Etobicoke Employment Assessment Centre
	4	Grace Varrecchia	Toronto Employment and Social Services
	5	Hanna Abrafi	Albion Neighbourhood Services-Newcomer Resource Centre
	6	Hersi Ali	Horn of Africa Community Development
	7	Kwame Brown	YMCA of Greater Toronto
	8	Melinda Kao	Humber Institute of Technology & Advanced Training
	9	Michael Raymond	Job Start
	10	Mohamud Mohamud	The Career Foundation/ Completing the Circle
	11	Osman Ali	Somali Canadian Association of Etobicoke
	12	Qaiser Khan	YWCA Reach
	13	Reena Bhuchar	Albion Neighbourhood Services-Newcomer Resource Centre
	14	Roy Barriffe	Resident
	15	Samiya Hassan	Thistletown Community Services
	16	Sandra Ferguson	Community MicroSkills Development Centre
	17	Suzan Hall	Resident
	18	Teresa Sciscione	Resident
Support: LIP Staff Elizabeth Bethune, Sunny Wang			
Education &	1	Beverly Justin	YWCA-LINC

Language Training Work Group	2	Faye Stoddart	West Indian Volunteer Community Support Services
	3	Frank Kelly	VPI, Etobicoke Employment Assessment Centre
	4	George Yako	Iraqi Community Services of Ontario
	5	Gursharan Kandra	Canadian Intercultural Association of Students
	6	Hersi Ali	Horn of Africa Community Development
	7	Melinda Kao	Humber Institute of Technology & Advanced Learning
	8	Samiya Hassan	Thistletown Community Services
	9	Shalini Srivastava	Albion Islington Square Business Improvement Area
	10	Teresa Sciscione	Resident
	11	Shanthy Pasupathy	Rexdale Women's Centre-LINC
	Support: LIP Staff Elizabeth Bethune, Sunny Wang		

IV. Research Methods and Key Activities



IV. Research Methods and Key Activities

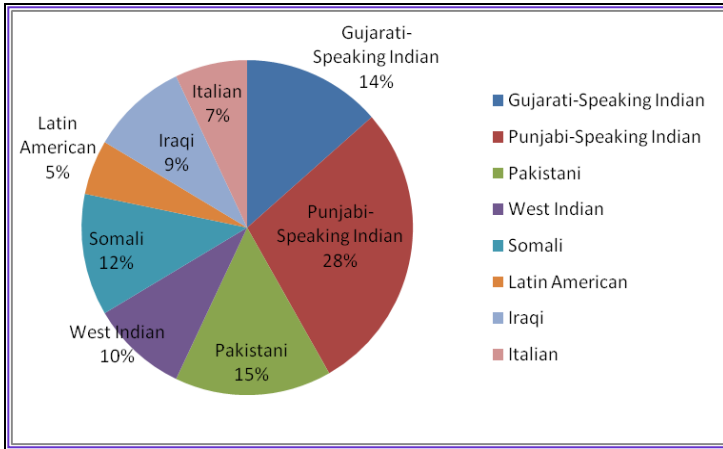


4.1 Cultural-Specific Focus Groups

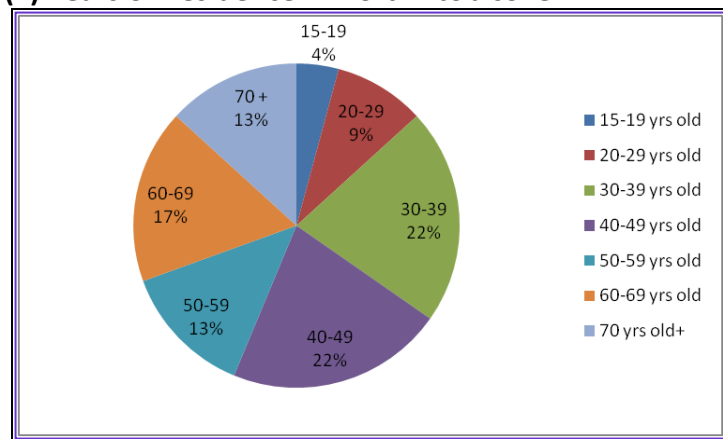
Based on the 2006 census, highly populated and emerging ethnic groups were identified within North Etobicoke. Eight rounds of culturally based focus groups were held consecutively with the following communities on two days (January 19 & April 21st 2010): **Gujarati-speaking group, Urdu-speaking group, Punjabi-speaking group, Spanish-speaking group, Italian-speaking group, West Indian cultural group, Somali-speaking group, and Arabic-speaking group.** In total for this process, 147 participants attended these sessions.

Participants Information

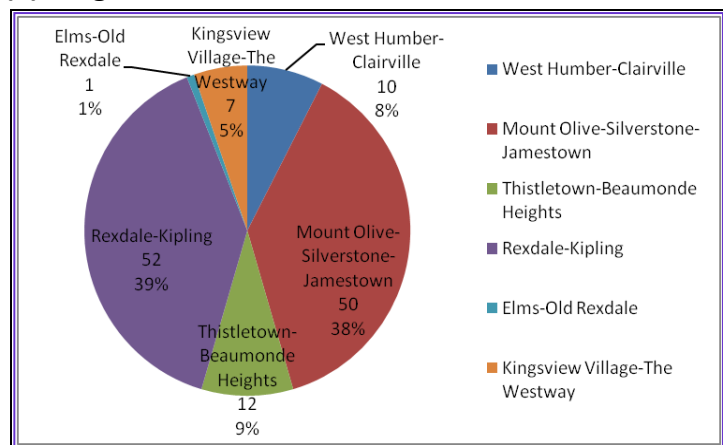
(1) Cultural Background



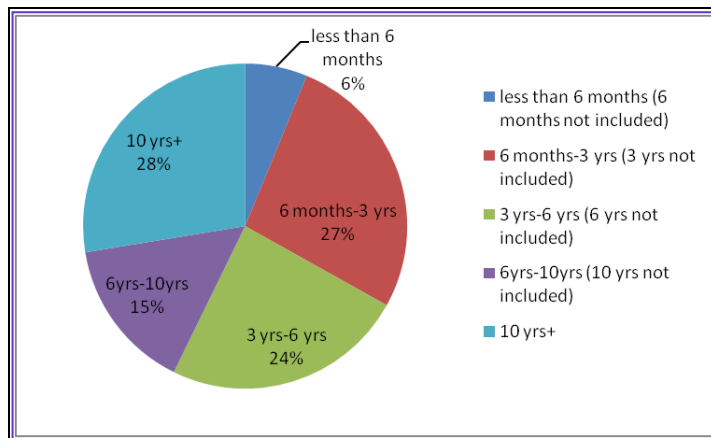
(2) Years of Residence in North Etobicoke



(3) Neighbourhoods



(4) Age Group



Highlighted suggestions to better address newcomers' settlement needs:

(1) Settlement

- Government-funded settlement services should be eligible to not only newcomers but also citizens and non-status immigrants
- Provide immigration applicants with accurate and comprehensive information about settlement in Canada in the country of origin
- Provide mandatory/obligatory information sessions for newcomers, eg. seminars on Canadian law, fire and safety, license issues, credit awareness, access to health care and public transit
- Delivery of more programs in multi languages; Increase ethno-specific settlement workers in more locations,
- Keep front-line staff up to date of programs and services; More training for staff to provide more practical, accurate, and friendly counselling services to newcomers
- Updated settlement packages should be offered to newcomers at the airport on point of arrival
- Visit newcomers, listen to their concerns, ask for their feedback especially after accessing programs, and then take actions for improvement
- Publicize information in multi-languages more often e.g. pamphlets, flyers, newsletters, brochures; more ethnic-cultural newspapers
- More ethno specific stores, eg. Italian stores should be more accessible location wise
- More after school programs for children, especially in winter
- Address security issues for seniors living on their own

(2) Transportation

- Need support for first-time drivers: high cost for drivers education
- GTA public transit services should be united not separated by town/city, TTC fare is

not affordable for newcomers

(3) Health Care

- Start OHIP from the first day of landing
- Medication/ dental/ optical services are expensive
- Open 24/7 community health centres, as one of the solutions to long wait times in doctor clinics and hospital emergency rooms
- More interpretation services in hospitals

(4) Food Bank & Clothing Drive

- Should provide food that is not expired
- Diapers, baby food and milk should be offered to newcomer mothers
- Should provide clothing for severe winter conditions
- Stationery should be available to low-income families with school age children

(5) Language Training

- Language barrier is identified as the key obstacle for newcomers to settle and enter into the labour market.
- Basic language skills training e.g. Read street names and be equipped to navigate the system
- Develop employment-related language training programs e.g. Occupation-Specific Language Training
- More accessible support services, especially for female LINC students with children
- More accessible locations for LINC and ESL classes
- Create ESL classes for long-term immigrants e.g. A group of Italian seniors have been in Rexdale for over 20 years. There were no language training classes when they came. They still have language barriers.

(6) Education

- More educational programs to support youth (Somali group identified a 40% drop-out rate in their youth community.)
- Enhance accreditation and education recognition process; Certify language level and university degrees in the country of origin
- Cost of Colleges and Universities should be more affordable to low-income people
- Educate people on cultural diversity of communities and Canadian system and culture (e.g. workplace culture)

(7) Employment

For Government/Service Providers:

- More Bridging programs/placement opportunities to help newcomers get Canadian work experience
- Hands on skills training, i.e. language skills, job searching skills, computer skills and soft skills; Educate newcomers on how to access opportunities
- Affordable housing/financial supports for unemployed newcomers, especially

- during their first year in the country
- Support services: affordable transportation and daycare services to ease settling in; Decrease the wait time for subsidized daycare
- More on the job skills training programs for women with children
- More employment opportunities/ programs for specific age groups with higher needs (e.g. Newcomer seniors who are capable and willing to enter labour market; youths, especially those involved with the law)
- Address substandard job issue: labour jobs are the only options for many of newcomers

For Employers:

- Engage employers, local businesses and develop more permanent and meaningful job opportunities
- Employers should be more conscious of their own social responsibilities to hire newcomers, no stereotype in recruitment process
- Recognition of back home credentials, education and experience
- Needs more focus on direct hiring , not through private HR agencies
- Reserve a certain percentage of jobs for newcomers

For Newcomers:

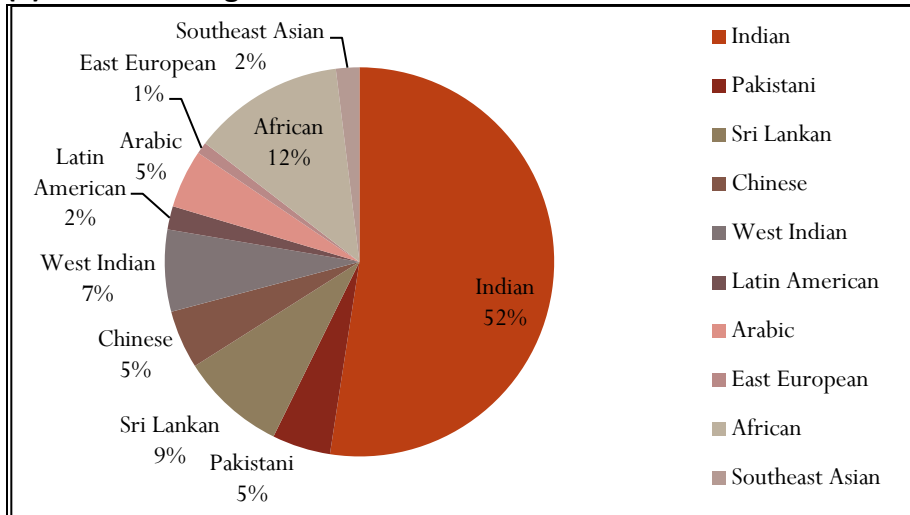
- Networking: e.g. family support, friends referrals are the most significant ways of connecting with each other

4.2 Community Consultation (1st session)

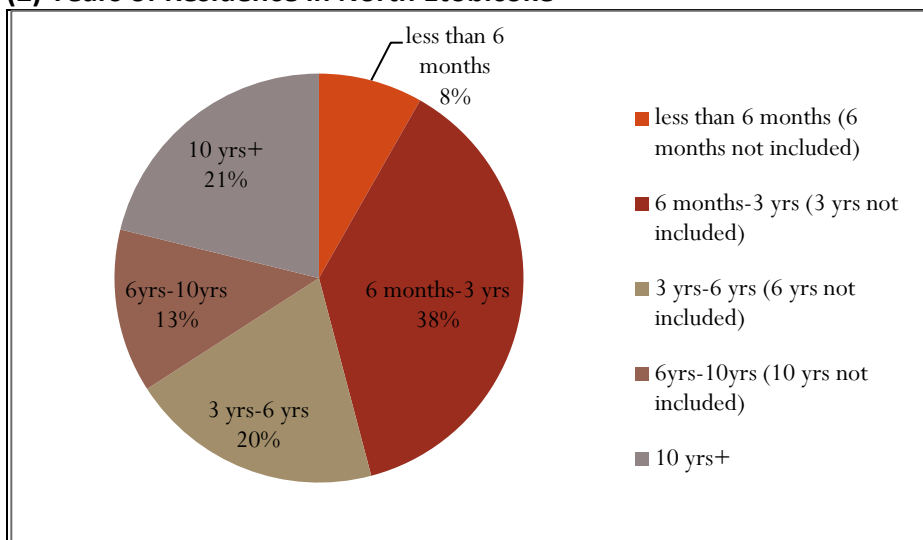
A large community consultation was held on March 20th, 2010 in Partnership with Action for Neighbourhood Change-Rexdale. 120 residents attended the consultation and participated in the smaller group discussions.

Participants Information

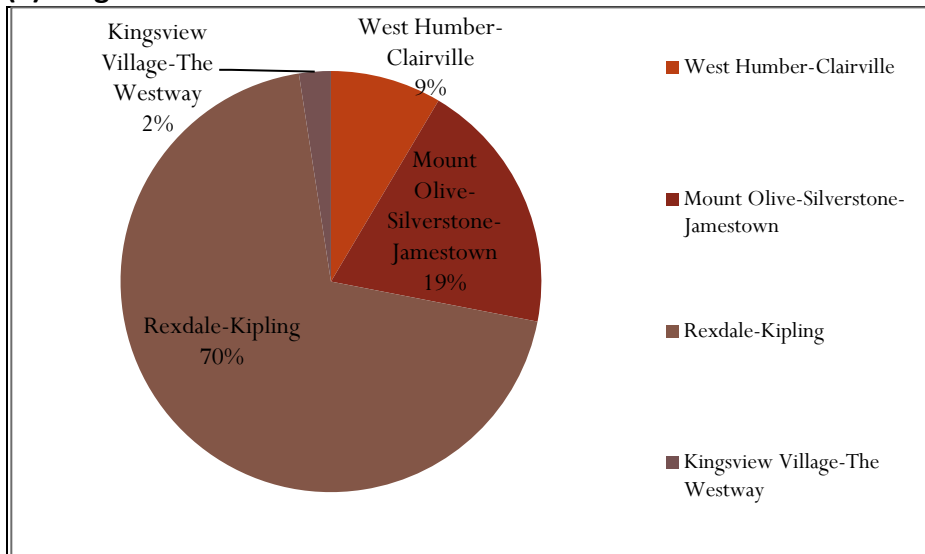
(1) Cultural Background



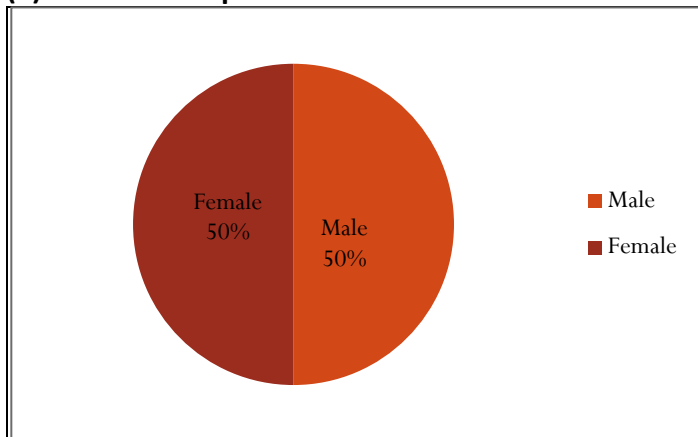
(2) Years of Residence in North Etobicoke



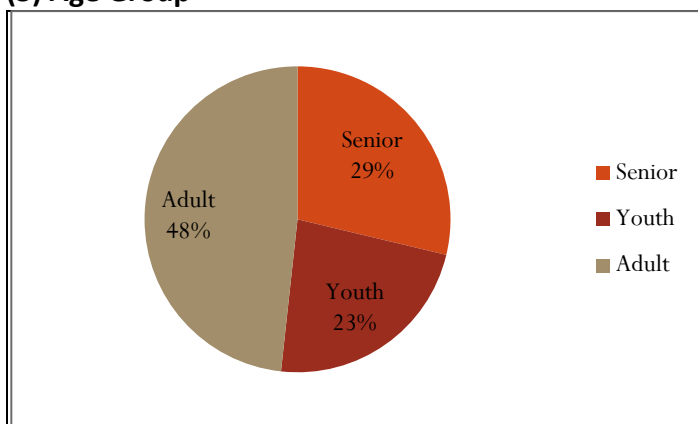
(3) Neighbourhoods



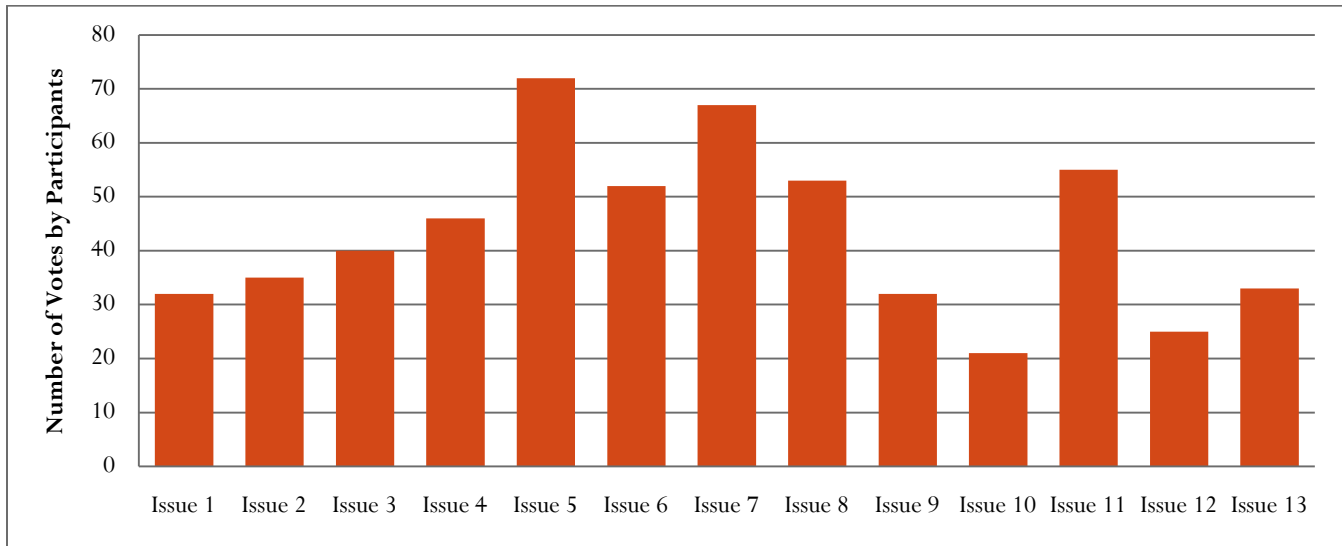
(4) Gender Group



(5) Age Group



Prioritizing Outcomes



Issues listed in priority sequence:

1. Employment (Issue 5)
2. Health Services (Issue 7)
3. Safety & Security (Issue 11)
4. Affordable Housing (Issue 8)
5. Language Training / Education (Issue 6)
6. Senior Services (Issue 4)
7. Child/Youth Programs/Services (Issue 3)
8. Accessible Support Services (i.e. Child Care, Transportation) (Issue 2)
9. Community Gatherings/Civic Participation (Issue 13)
10. More/ Improved Community Services (general) (Issue 1)
11. Financial Assistance (Issue 9)
12. Public Awareness / Outreach / Access to Programs (Issue 12)
13. Recreation (Issue 10)

Suggestions on Top 5 Priorities

1st Priority--Employment

- **On-Site Opportunities:** (1) Develop start-up programs (e.g. Job Mentorship, Training Programs, Volunteer Placements) to allow immigrants to demonstrate qualifications; (2) Provide minimum wage to candidates in these programs
- **Anti-Discrimination Recruitment:** (1) Recruitment should be more focused on candidate's qualifications or abilities instead of language proficiency; (2) Impose strict fines to anyone involved in any type of discrimination especially during hiring process; (3) Create complaint processes against discriminatory employment practices

- **Job Creation:** (1) Employers should reserve 10-15% of jobs for newcomers; (2) Create more bilingual/community ethno-specific jobs
- **Job Search/Assessment Programs:** (1) Create job search programs in country of origin in relevant languages; (2) Fast track assessment of qualifications from other countries
- **Advocacy:** (1) As a community we have to come together and write a letter of petition to the government or advocate for systemic changes; (2) Invite employers to engage with community consultations and offer opportunities for local hiring; (3) Have more community meetings and gatherings to bring people together to dialogue for change

2nd Priority--Health Services

- Subsidized dental services for everyone
- OHIP should be issued at the same time as landing
- Free medical services to higher-need patients, e.g. door-to-door or walk-in services
- Increase the number of doctors and hospital staff, especially in emergency rooms
- Free drug plan for seniors; shuttle services for seniors to reach doctor's clinic or hospital
- Allow more foreign-trained doctors to practice: proper assessment, training and certification for foreign-trained health professionals
- Recruit more doctors with foreign credentials who speak various ethno-specific languages

3rd Priority--Safety & Security

- Increase police patrols during the day and night within neighbourhoods
- Government should focus on wards and local communities instead of media reports that further stigmatize our community

4th Priority--Affordable Housing

- Give accommodation in the initial months of settling in (at least six months) when newcomers are landing
- Renting: (1) Subsidized rent amount for newcomers; (2) Introduce rent control; government should set the rates for rent.
- Housing loans should be considered with lower rates of interest for newcomers
- More affordable housing should be developed by government
- The assessment margin for affordable housing has to be changed, should consider family expenses as well as income in determining the baseline for access to affordable housing
- Write a letter and advocate to the government, outlining issues with affordable housing and residents' suggestions.

5th Priority--Language Training / Education

- Change the rules concerning program eligibility for LINC
- Develop higher-levels language training beyond level 6-7 for LINC

4.3 Community Agency Interviews

One-on-one agency interview has been conducted with seven agencies of different sizes and providing different types of services. The seven agencies are as follows:

1. Somali Canadian Association of Etobicoke
2. Rexdale Women's Centre
3. West Indian Volunteer Community Support Services
4. Rexdale Community Health Centre
5. Humber College
6. VPI Employment Services
7. Albion Neighbourhood Services-Newcomer Resource Centre

Suggestions made for North Etobicoke LIP's Action Plan:

Facilitate partnership:

- There should be a body that co-ordinates local organizations and partners to better serve the community, and be a conduit for grassroots and smaller organizations.
- Organize agency get-together meetings. Bring management staff from both larger agencies and smaller/grassroots agencies together, and share the experience, challenges and successes of agency/program development.
- Create mentorship/leadership between larger organizations and smaller/grassroots agencies.
- Develop agency/program/project partnerships on emerging issues or community needs in areas such as mental health and addictions, anti-poverty, and employment.
- Assist in supporting all levels of organizations from grassroots to larger agencies with regards to public relations of programs and services provided to the community.
- Facilitate agencies to post flyers in apartment buildings.
- Support quarterly forums with local organizations, stakeholders serving immigrants/newcomers in the community to allow opportunities for networking and cross-sectoral trainings.

Newcomer services:

- Create hotline or web portal for information sharing and referral.
- Create Welcome Information Centre. Make it mandatory for newcomers to have a 2-day standard orientation that would be covering all the services/programs related to newcomers. Create welcome package in CD or booklet format.
- Outreach and public education to newcomers should be more language specific not just in print materials but also on websites, media etc. Develop strong connections with community leaders. Utilize the resources we already have within the community.

4.4 Local Employer Interviews

Local businesses and employers were engaged through our partnership with the Albion Islington Business Improvement Area. The survey has been responded by eight employers:

1. JJ Hairstylist Salon
2. Scarborough Textiles
3. Shoppers Drug Mart
4. India Bazaar (Grocery Store)
5. Roti Roti Restaurant
6. Francois' No Frills
7. RBC
8. TD Canada Trust

Feedback from surveys:

- Most interviewed employers recruit staff through personal reference.
- Majority of employers are satisfied with newcomer employees' hard-working performance.
- Employers have identified language barrier as a work issue for newcomer employees.
- Newcomer employees are in lower-paid positions. ie. Cleaning position with No-frills, shelving position with India Bazaar.
- Businesses having regulated-profession/skilled-trades positions tend to be aware of co-op/internship programs funded by government, ie. Shoppers Drug Mart has a Pharmacist student placement. JJ Hairstylist has identified the co-op program is helpful to start a career in the beauty industry.
- Hiring process tends to be handled through corporate head office in TD Canada Trust and RBC.

4.5 Work Groups

The three work groups (i.e. Settlement & Adaptation Work Group, Employment & Labour Market Work Group, and Education & Language Training Work Group) have convened four times, working on addressing service gaps/strengths in North Etobicoke, identifying priorities to tackle in the short/long term, examining on priorities and developing achievable action plans. The action plan draft developed from the discussions across the three work groups within the first set of meetings are below:

I. Public Education and Awareness		
Priorities	Actions /Proposed Initiatives	Objectives/Expected Outcomes
1. Create coordinating body	Create/coordinate Welcome Information Unit, an umbrella body to coordinate welcome orientation/information activities	Better coordination of public education and awareness among service providers and how information is disseminated to the community
2. Welcome Information Package	1. Produce Welcome Information Package in CD/booklet format, or even to be offered in the country of origin. 2. Translate promotional items and information packages in languages frequently used in North Etobicoke 3. Attach information quick list paper to landing papers issued at Immigration offices at airports, listing central contact numbers for newcomers to get referral 4. Bring CIC Kiosk in North Etobicoke area	Localize information and resources for newcomers
3. Welcome Orientation	1. Provide standardized, ongoing regular-based orientation to newcomers bi monthly 2. Reinstall Welcome Basket service for newcomers, and send standardized orientation invitation to newcomers through this service 3. "Are you new to Canada?" screen: set up video screens in apartment/condo buildings, malls, grocery stores, public libraries and	-Help newcomers to be familiar with local services and programs within their first 3 months settling in the community. -Have newcomers hook up with right programs or services for their best benefit. -To start newcomers' adaptation at one place

	other public places, to promote Welcome orientation to newcomers 4. Expand Newcomer Resource Centre, set up mobile welcome centres	
4. Create web portal	A web portal for newcomers should be created and accessed in all languages.	Government /Organizations need to have websites accessible in different languages to reach communities comprehensively
5. Cross-sector information sharing and networking	Partner with Humber College to organize networking meeting, invite both management-level and front-line staff (Humber College has agreed to offer space to host this session in October 2010)	Service providers well informed and guide newcomers accurately
6. Advertising campaign	1. Have posters on subways and campaigns on bus stops. 2. Connect with ethnic newspapers more often and advertise settlement programs and services on papers. 3. More funding from the government to advertise on newspapers, magazines, etc.	-Make newcomers aware of free and accessible programs -The more people become aware of what's available to them, the better it is for the service providers to provide service in full capacity to the community
7. Outreach community leaders	Seek out new community leaders and faith-based groups; build on existing relationships.	Our leaders need to be invited to community meetings and outreach staff should foster a relationship so that flyers and programs could be passed on to leaders and then distributed within neighbourhoods.
8. Community Services Directory	Produce comprehensive directory of services/programs	Profile the community and raise awareness of what services are available

II. Service Delivery		
Priorities	Actions /Proposed Initiatives	Objectives/Expected Outcomes
1. Research on services available to citizens and non-status immigrants	Research on ISAP services available to citizens or non-status immigrants in North Etobicoke. Conduct a survey on how many citizens or non-status immigrants still need settlement services	Apply for funding that address real needs. Citizens and non-status immigrants who are eligible to these programs will also be able to adapt and integrate into their communities effectively.
2. Enhance programs to citizens and non-status immigrants	1. Enhance programs to citizens and non-status immigrants who are not eligible to newcomer-only services (eg. ISAP programs, Job Search Workshop) 2. Agencies apply for more funding for programs to citizens and non-status immigrants 3. Advocate to government on limited services available to citizens and non-status immigrants	Programs and services should be accessible not only to newcomers and refugees (3years or less residing in Canada) but also to citizens and non-status immigrants
3. Enhance accessibility of programs to newcomers	1. Encourage newcomers to use settlement services within the first 3 years of settlement 2. Make support services accessible, ie. transportation, child care	Facilitate residents to get settled before becoming citizens
III. Other Settlement Issues		
Priorities	Actions /Proposed Initiatives	Objectives/Expected Outcomes
1. Translation/Interpretation Services	More efforts should be made to translate promotional materials into different languages to reach our diverse community	To update community of current activities and services
	Open more services to interpret and accredit certificates and diplomas	Newcomers will be able to have more options than they have at the present time in Etobicoke

2. Affordable Housing	1. Give accommodation for some months(at least six months) when newcomers are landing 2. Rent: (1) Subsidized rent amount for newcomers; (2) Introduce rent control; government should set the rates for rent.	Ease the transition of settling into a new community and more access to affordable housing.
IV. Employment Related Issues		
Priorities	Actions /Proposed Initiatives	Objectives/Expected Outcomes
1. Engage employers to hire newcomers	1. Investigate and enhance present tax incentives to businesses.eg. apprenticeship 2. Enhance wage subsidies programs ie. Job Connect 3. Offer a program that covers insurance cost for employers to create placements 4. Advocate big employers (eg. Woodbine Live) to adopt “Investing in Neighbourhoods” model	-Help newcomers gain more Canadian experiences -More work opportunities and better salaries to newcomers - More good jobs in line with actual capabilities of newcomers.
	1. Work in partnership and organize information sessions to employers about benefits of hiring newcomers 2. Organize trainings for non-profit staffs on how to approach businesses/employers 3. Advocate/approach the right level of employers, i.e. decision makers	Promote awareness of social responsibility to employers
	1. Create database and track efforts of employers who hire local 2. Reward employers doing local hiring, i.e. awards, gala, etc.	Encourage employers to hire local
2. Employment related language training programs	1. Promote awareness of programs besides ESL and LINC, eg. Enhanced Language Training, Occupation-Specific Language Training 2. Enhance language training and Canadian workplace culture	-Newcomers will be able to have good conversational language skills in the workplace -Newcomers will be able to get work-related

	training in newcomer job placement programs	experiences such as job placements, mentoring, and cultural orientation to the workplace.
3. Motivate benefit receivers to look for jobs	To encourage the Employment Insurance recipients to back to work without deducting their benefits.	Have people more motivated to work.
V. Civic Participation and Community Development		
Priorities	Actions /Proposed Initiatives	Objectives/Expected Outcomes
1. Partnership	1. Partner with existing Local community initiatives, eg. Action for Neighbourhood Change resident advocacy group 2. Build up advocacy partnership among agencies	-Partner with and encourage residents to participate -Mobilize existing resources and networks
2. Build up advocacy capacity for newcomers/immigrants	1. Connect and educate community leaders, faith-based organizations, approach residents through them 2. Organize trainings on writing, speaking, advocating skills for residents 3. Mobilize residents having been here more than one year 4. Provide space and opportunities for newcomers and residents to mobilize themselves	Newcomers will be more civically engaged and be active in the community
3. Communication with policy makers	Educate policy makers on ways to approach different cultural groups	-Have policy-makers understand various cultures and respect diversity of cultures -Use up-to-bottom approach to influence newcomer program planning process

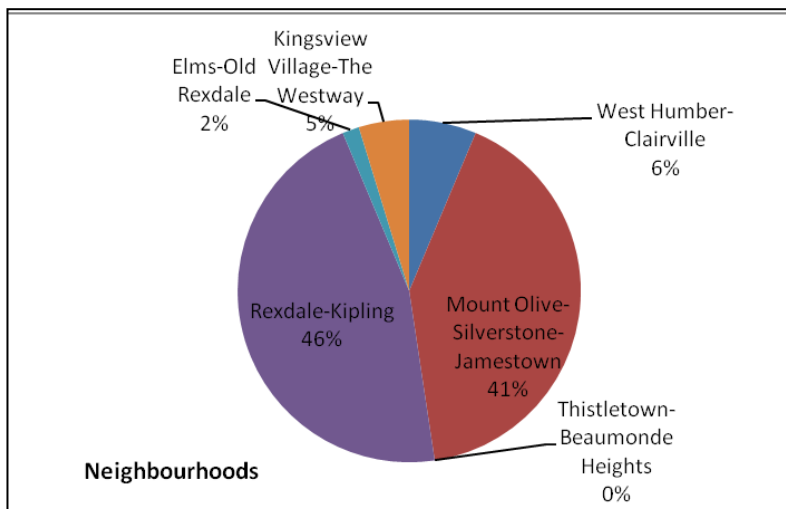
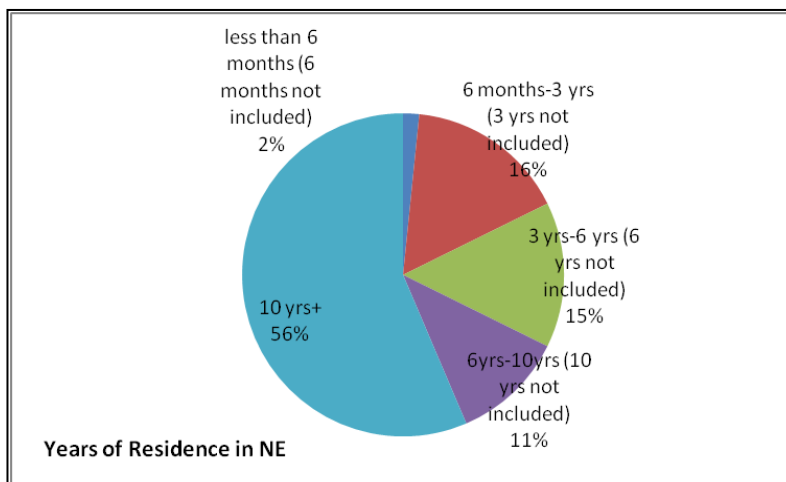
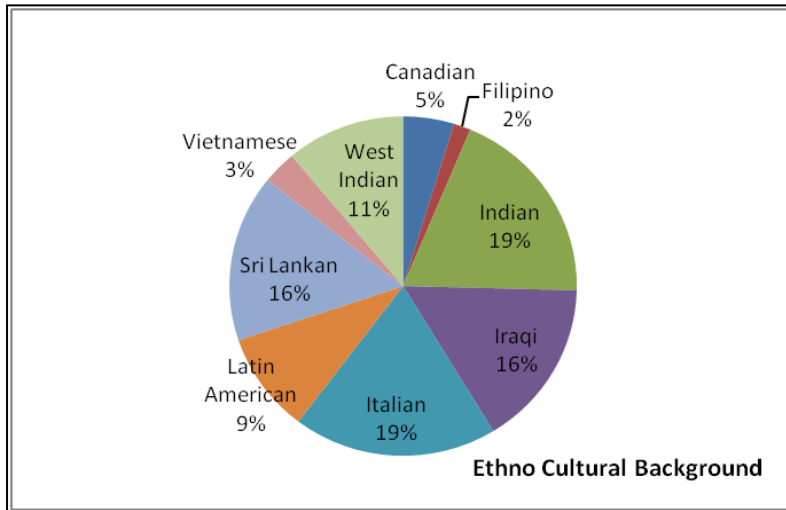
4.6 Final Session of Work Groups and Consultation (Report Back and Prioritizing Session)

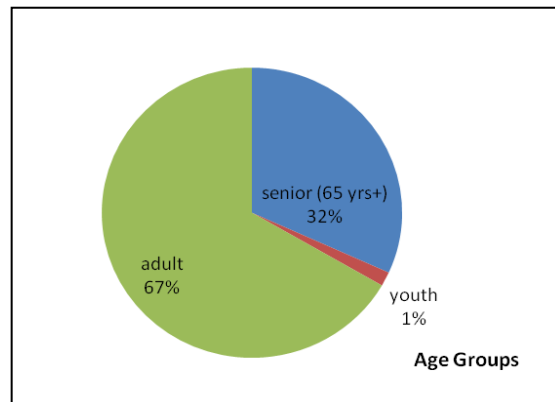
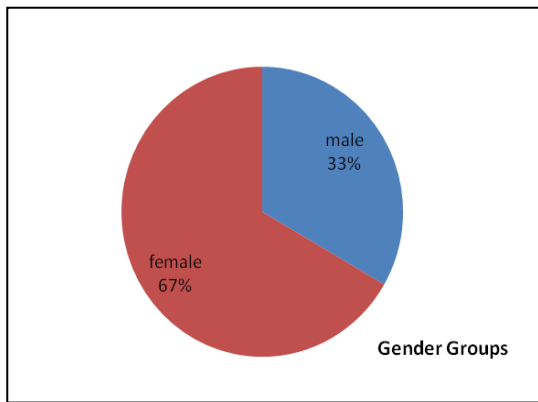
The 4th session of work groups and the second Community Consultation were held separately to report the Action Plan and Strategies and invite stakeholders and residents to prioritize proposed initiatives.

31 representatives from 23 agencies attended the work group session on July 27th, 2010, which are listed as follow:

- Action for Neighbourhood Change-Rexdale
- Albion Neighbourhood Services-Newcomer Resource Centre
- City of Toronto, Community Development Officer
- City of Toronto, Economic Development
- City of Toronto, Tower Renewal
- Coalition of Rexdale Organizations Serving Youth
- Community Microskills Development Centre
- Horn of Africa Community Development
- Iraqi Community Services of Ontario
- MP Kirsty Duncan
- North York Community Services-SWIS
- Rexdale Community Health Centre
- Rexdale Ethno Cultural Seniors Association
- Rexdale Protech Media Centre
- Rexdale Women's Centre
- Rexdale Women's Centre-LINC
- Service Canada
- Sister 2 Sister
- The Career Foundation
- West Indian Volunteer Community Support Services
- Women's Creative Club International
- YWCA-JUMP
- YWCA-LINC

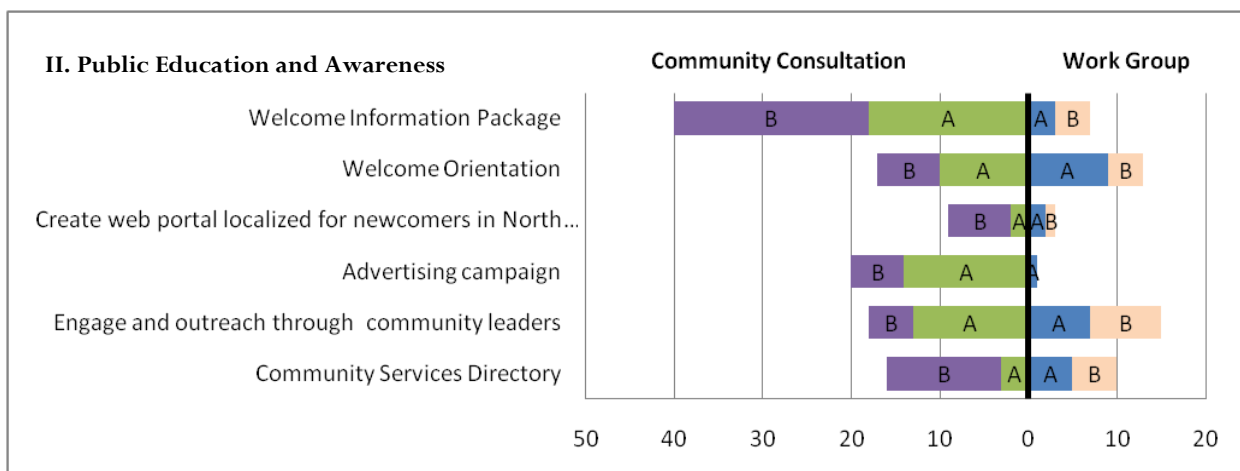
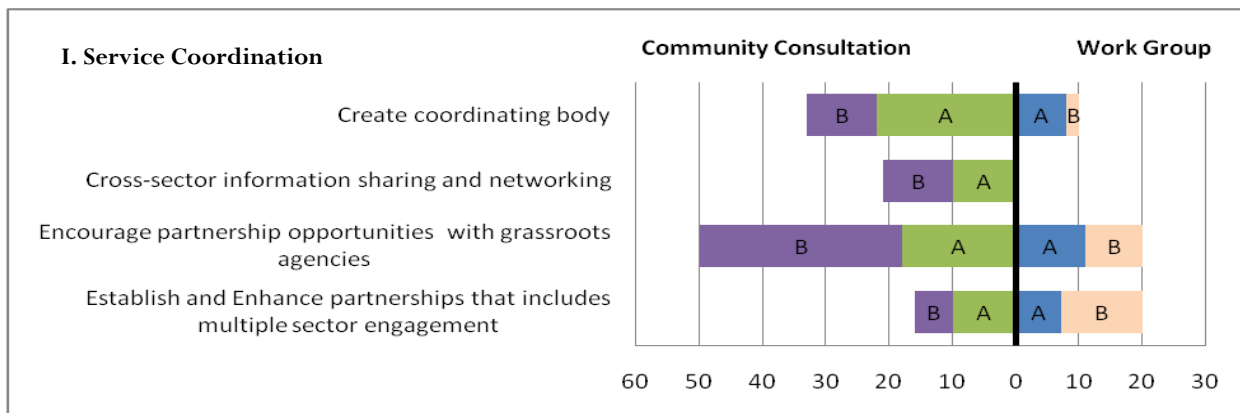
67 residents attended the Community Consultation held on August 21st, 2010. The participants' background information is synthesized below:

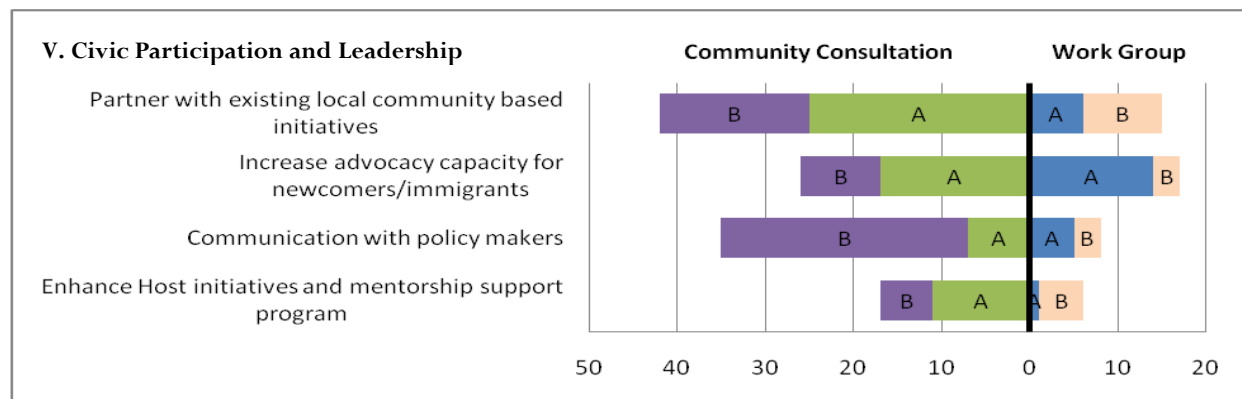
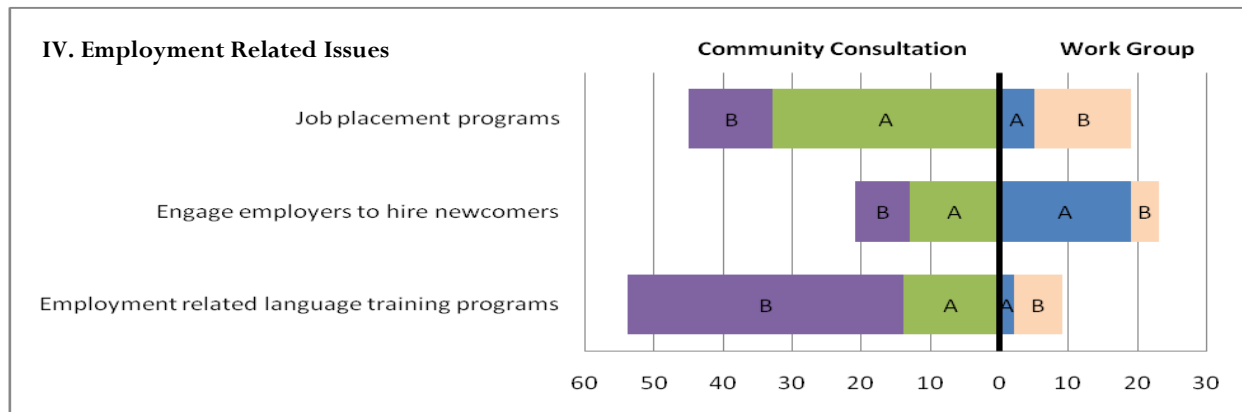
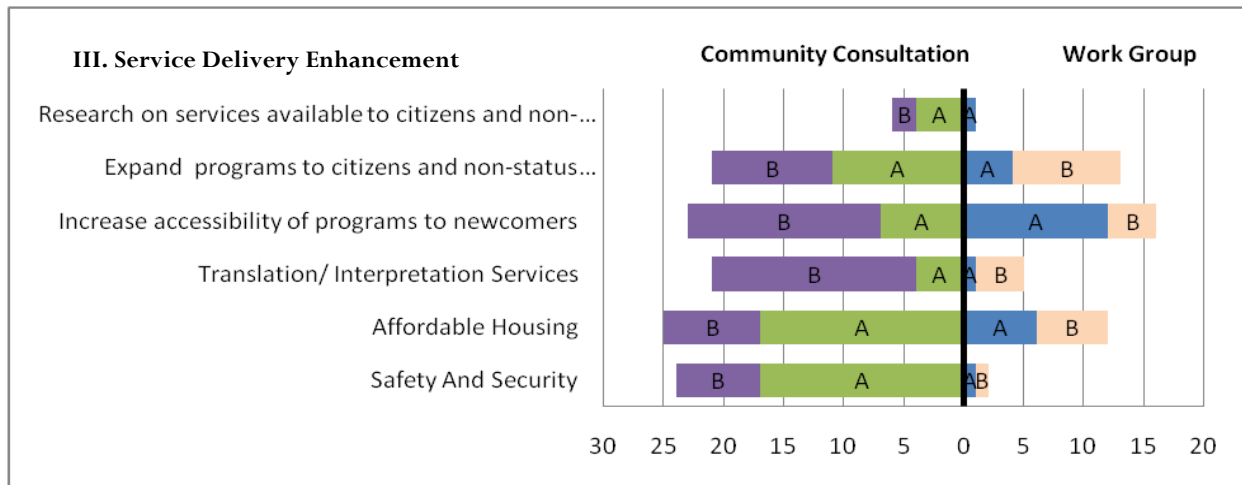




The prioritizing outcome is tabulated as below:

(A stands for the 1st priority among issues listed in each chart, B stands for the 2nd priority. The number refers to the frequency of items being identified.)

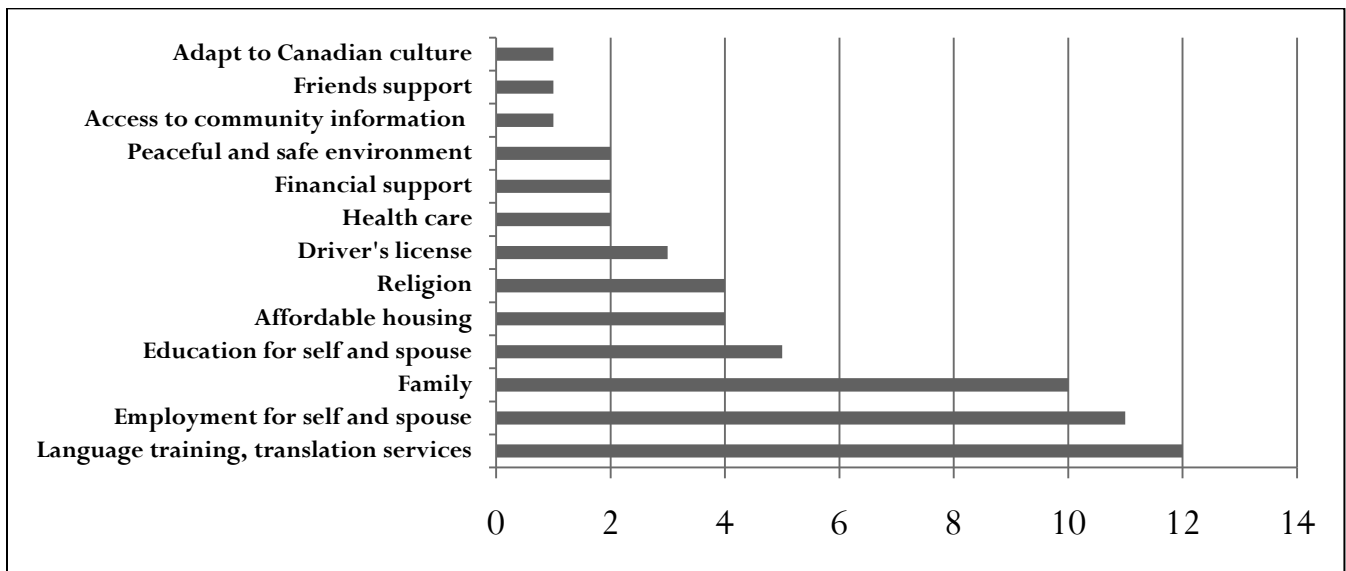




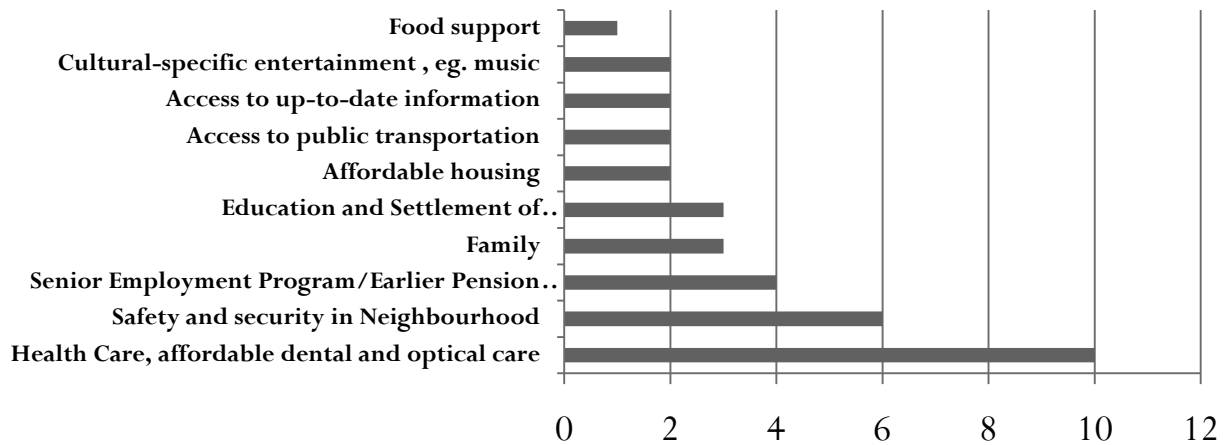
4.7 Age/Gender-Specific Focus Groups

The three target focus groups were conducted in October and November 2010. These sessions were held to further examine the specific needs of immigrant women, seniors and youths. There were 19 women attending the immigrant women's focus group, 16 seniors attending the immigrant seniors' focus group, 32 youths attending the immigrant youths' focus group. In each focus group, every participant was asked to write down 3 most important priorities for their life in Canada. Please refer to the charts below. Items are listed in the priority sequence. The numbers represent the frequency of items being identified.

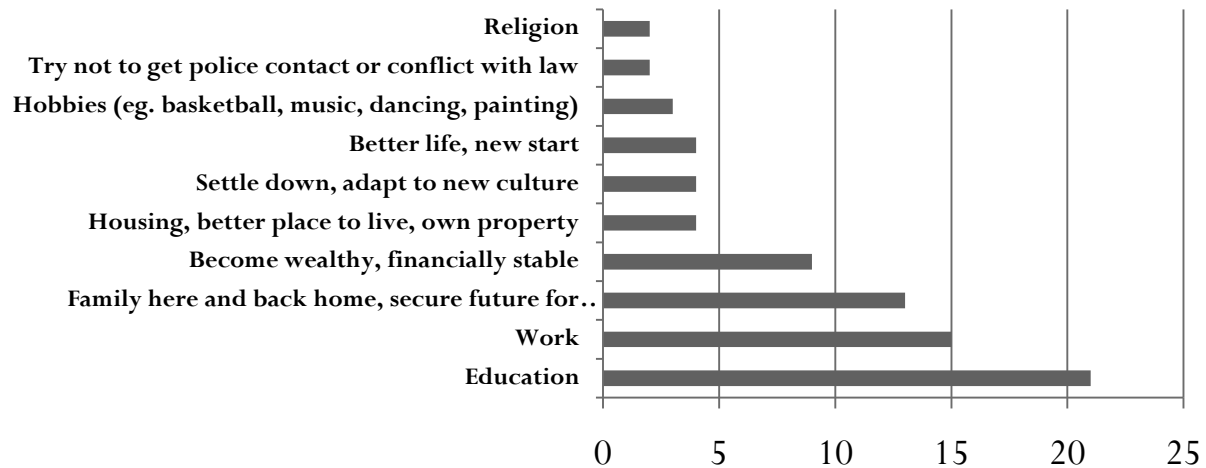
Immigrant Women's Focus Group



Immigrant Seniors' Focus Group



Immigrant Youths' Focus Group



4.8 Additional Research Activities

(1) Community Services Directory

Inventory of Community Services in North Etobicoke

North Etobicoke LIP collaborated with the City of Toronto, The Coalition of Rexdale Organizations Serving Youths, Rexdale Pro-Tech Media Centre, North Etobicoke Employment and Social Services, and Albion Neighbourhood Services-Rexdale Partners to create a Community Information Directory. This directory was designed to help recent immigrants and local residents easily and quickly find the services relevant to their lives in North Etobicoke. This tool was also developed to map the available settlement services and community resources within North Etobicoke. Please find the full copy of North Etobicoke Community Services Directory at <http://www.toronto.ca/nan/assets/pdf/LIP-directory-web.pdf>.

(2) Community Snapshot

Report on Immigrant Population and Community in North Etobicoke

In January of 2010 Radha Nayar from Nayar Consulting was contracted to develop a Community Snapshot describing North Etobicoke's immigrant population and the characteristics that make up the community and to gather related service planning data for the project.

(3) Collaboration Toolkit

North Etobicoke LIP Best Practice Partnership Manual

A separate research was also undertaken by Nayar Consulting which focused on developing a Best Practice Partnership Manual. The goals of the North Etobicoke LIP Collaboration Manual are as follows:

1. To support the articulation of a shared framework for collaboration in the North Etobicoke LIP, including a vision, overarching goals and outcomes for collaboration.
2. To support individual service providers in the LIP to build their capacity to engage in collaborative relationships with other stakeholders in the community.
3. To support individual agencies to better understand what other agencies have to offer each other, and assess potential for successful collaboration.
4. To offer practical tools for collaborative projects in the LIP.

V. Local Settlement Strategy and Action Plan

A community is like a ship; everyone ought to be prepared to take the helm.

--Henrik Ibsen



V. Local Settlement Strategy and Action Plan

For the past year, stakeholders that make up the North Etobicoke Local Immigration Partnership have been in dialogue with each other about newcomers and the local community. The dialogue has been far-reaching and has explored critical questions: “What do newcomers experience in the community? Do they feel they have the support they need? Why are newcomers not able to capitalize on their assets as fully as they should? What are their greatest frustrations and struggles and what is our collective responsibility in addressing them?” These questions have been met with intense emotion and passion. They have also sparked great creativity and the sharing of wisdom.

From these dialogues, the vision has been confirmed for the North Etobicoke LIP. Together, the members of the LIP aim for North Etobicoke to be a community where newcomers feel they can settle, adapt and integrate. The vision will be achieved through a focus on:

- Improving immigrants’ access to settlement services, education, language training and employment through a comprehensive, coordinated and integrated system
- Identifying and addressing service gaps
- Supporting the many diverse agencies serving newcomers in N. Etobicoke
- Building connections and strengthening existing connections among the many stakeholders in the community

This action plan outlines the local planning priorities suggested by LIP stakeholders – including residents, workers in the sector, businesses, institutions in the community and government representatives. The priorities are divided into six (6) broad Focus Areas that can easily form the work groups for the implementation phase of the LIP:

1. Reaching Out, Creating Awareness
2. Supporting Access to Effective Services
3. Coordinating Services
4. Facilitating Language Learning, Training and Education
5. Accessing Employment
6. Creating Leaders, Promoting Civic Participation

Each category considers how to improve local conditions and create a more inclusive community. Further, each category offers a series of proposed strategies/actions and other planning features that can be implemented to realize the priority in the community:

- Priority - the key areas within each of the six (6) broad Focus Areas
- Proposed Strategies/Activities – actionable items to fulfill the broader priority
- Timing – indicates when the strategy/activity can be implemented and for how long
- Key Stakeholders – indicates if the strategy/activity can be implemented at a local level (L) or it requires a system-wide response (SW)

- Broad Measure of Success – suggests what successful implementation of the priority area would look like; forms the basis for development of evaluation plans in Phase II

It is important to note that part of Phase II involves the development of fuller work plans and evaluation frameworks to guide the LIP's efforts going forward. It is also important to note that not all the work laid out here is to be funded by CIC. Much in-kind and/or financial support will be provided by stakeholders other than CIC; however, in an attempt to engage in holistic planning, this document outlines any and all activities for the LIP.

Together, residents, service providers and other stakeholders have played a crucial role in this planning process. This action plan will launch the Partnership Council into a new phase of work. The plan is meant to be the vehicle for active, meaningfully engaged workgroups, with both resident and service delivery representation, to continue to build purpose, create the conditions for success and take action. Through committed engagement, collaboration, reflection and learning, the North Etobicoke LIP can fulfill its purpose.

5.1 Reaching Out, Creating Awareness

GOAL: All residents in North Etobicoke are actively engaged with timely access to tailored, relevant information about the settlement process and its outcomes in ways that reflect the diversity and assets of each unique community.

Priorities (listed in order of priority)		Proposed Strategies/Activities (listed in order of priority)	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
1. Develop a Welcoming Community Initiative to address immediate information needs of newcomers (i.e. employment, health, housing, language, school system, income support, etc.)	1.1	Develop a Welcome Information Package based on assessment of current resources/supports	*			*		Package and Program used widely in community
	1.2	Develop and implement a Welcome Orientation Program	*	*	*	*		
	1.3	Create a coordinating body with a strong resident presence to implement the Program in N. Etobicoke	*			*		
2. Develop multiple activities to address the longer-term information and outreach needs of the community	2.1	Develop and maintain a Community Services Directory	*	*	*	*		Resources distributed and used to support newcomer integration into the community
	2.2	Explore Internet-based strategies to share information, including whether to create a local website or link to existing websites	*			*		
	2.3	Develop and implement a multi-media advertising campaign targeted to both newcomers and the broader		*	*	*		

Priorities (listed in order of priority)		Proposed Strategies/Activities (listed in order of priority)	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
		community (Foci: eliminating racism, the need for meaningful employment (including entrepreneurship), the positive impact of newcomers on the community, the need for newcomer leadership)						
	2.4	Continue ongoing broad resident engagement in LIP planning	*	*	*	*		
3.Engage informal community leadership and support structures re: information and outreach (informal leadership and structures defined as the people and processes outside formal service delivery that provide settlement support, for example friends, extended family, and lay leaders)	3.1	Scan environment and engage informal support structures that newcomers access	*			*		Informal and formal support systems strengthen and complement each other
	3.2	Scan environment and engage informal community leaders that newcomers access	*			*		
	3.3	Support coordination of informal and formal structures and community leaders around outreach and information sharing activities	*	*	*	*		
	3.4	Develop joint initiatives and projects (unfunded and funded)		*	*	*		

5.2 Supporting Access to Effective Services

GOAL: Newcomers in North Etobicoke are able to access high quality services that address their needs and that acknowledge their unique assets at both an individual and community level.

Priorities		Proposed Strategies/Activities (in order of priority)	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
1. Support access to affordable and adequate housing	1.1	Provide information on temporary housing for newcomers	*	*	*	*	*	Newcomers secure housing that meets their needs
	1.2	Work with housing providers and policymakers to increase funding for transitional housing dedicated to newcomer families		*	*		*	
	1.3	Work with housing providers and policymakers to increase subsidized housing and rent control in N. Etobicoke		*	*		*	
2. Create safer communities	2.1	Create a resident-led crisis-response team that can support local residents who are victims of crime (through resident associations – see Focus Area #6, Priority #1)		*	*	*	*	Newcomers feel safer in N. Etobicoke and want to continue to live here
	2.2	Partner with TO police for increased police services in North Etobicoke			*		*	

Priorities		Proposed Strategies/Activities (in order of priority)	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
3.Enhance access to translation and interpretation services	3.1	Catalogue available promotional and informational materials according to language	*			*		Translation and interpretation supports successfully used by newcomers during settlement
	3.2	Ensure gaps addressed through the translation of materials into priority languages in N. Etobicoke		*	*		*	
4.Broaden commitment to access to include the widest range of immigrants (including non-status immigrants and citizens)	4.1	Update information on profile of all immigrants in N. Etobicoke and service needs			*	*		All immigrants have access to relevant and needed supports
	4.2	Develop a 3-year service strategy to meet needs of all immigrants (including service development, funding, collaboration and engagement of policy-makers at all 3 levels of gov't)			*		*	
5.Build capacity of emerging and grass-roots organizations serving newcomers in N. Etobicoke	5.1	Build awareness of the funding needs of emerging agencies with all stakeholders	*			*		Emerging and grass-roots organizations are able to be sustained
	5.2	Support access to existing training on identified topics		*	*	*	*	
	5.3	Explore need for mentorship or “buddy” supports for senior leadership (staff and Board) of		*	*	*		

Priorities		Proposed Strategies/Activities (in order of priority)	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
		interested organizations						
6.Support organizations to build their capacity to offer accessible services	6.1	Develop or adapt a tool to support consistent assessment of accessibility of services for newcomers	*			*		Organizations and groups serving newcomers are knowledgeable and committed re: increasing accessibility
	6.2	Build capacity to address barriers (e.g. service delivery adjustment, agency wait times and service hours, shared training of staff on serving diverse communities)		*	*	*	*	
	6.3	Broker collaborative initiatives to enhance accessibility including referral protocols, shared outreach and I & R, coordinated wait list strategies (See Focus Area #3)	*			*	*	
7.Support improved access to public transportation	7.1	Assess gaps in TTC and Wheel Trans services in N. Etobicoke	*				*	More newcomers regularly access the TTC
	7.2	Approach City with suggested schedule and service improvements	*				*	
8.Support improved access to health care for seniors	8.1	Work with service providers and policy makers to assess and address accessibility of health services for			*		*	Seniors in the community feel they can better access health

Priorities		Proposed Strategies/Activities (in order of priority)	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
		seniors						services
9. Enhance child care to meet the demands of working parents	9.1	Explore alternative options for child care delivery such as social enterprise models		*	*	*	*	More newcomers (especially women) can successfully maintain employment
	9.2	Work with child care providers to create more flexible service delivery hours		*	*	*	*	

5.3 Coordinating Services

GOAL: Newcomers in N. Etobicoke are offered services and supports that do not have gaps, are not duplicated, and do not feel like “a maze” to struggle through; further, accountability is maintained to newcomers by reporting out on the intended and actual outcomes of coordinated service delivery.

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
1. Engage the “non-newcomer” serving sector (defined as those in the local community with a vested interest in newcomers but not with a direct service mandate –e.g. banks, schools, businesses, etc.)	1.1	Gather information/any inventories of non-newcomer groups or services with a vested interest in newcomers	*			*		Services are more holistic and comprehensive
	1.2	Integrate into Community Services Directory; update regularly	*			*		
	1.3	Engage non-newcomer serving groups to explore potential collaboration	*	*	*	*		
2. Establish and enhance multi-sectoral coordination and collaboration Priority areas include articulating new service development,	2.1	As a LIP, develop a Collaboration Framework for planning going forward (see priority areas directly to the left)	*			*		Collaboration FW contributes to enhanced, integrated services across sectors
	2.2	Partners develop MOUs that outline shared service agreements (including referral protocols)	*	*		*		

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
integrating new services into planning, ongoing mapping, engagement and developing high-level outcomes; also identify possible partnerships based on unique value-add of involved groups (both in/formal)	2.3	Provide ongoing training and capacity building at both front-line and management levels on collaboration in order to support service coordination efforts	*	*	*	*		
	2.4	Support and participate in shared research and evaluation projects to better understand and communicate issues and impact of services at the local level	*	*	*	*	*	
	2.5	Actively participate in city-wide and other local planning processes to ensure the voice of the N. Etobicoke LIP stakeholders is included in same	*	*	*	*	*	
3. Develop and implement information sharing and networking strategies	3.1	Develop ongoing opportunities to gather (both in/formal) to share information (e.g. bi-annual networking sessions); focus on employment and language supports as the priority areas for information sharing	*	*	*	*		Information is shared in a seamless, consistent manner re: settlement in N. Etobicoke

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
	3.2	Articulate process to link new services in N. Etobicoke into information sharing and networking structures		*		*		

5.4 Facilitating Language Learning, Training and Education

GOAL: Newcomers in N. Etobicoke will have access to quality language learning, skills and aptitude training, literacy training and other education in order to facilitate their settlement process

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
1.Explore alternative avenues for language learning	1.1	Assess and catalogue informal language learning processes being used by newcomers in community	*				*	Informal avenues for language learning are strengthened
	1.2	Support increased opportunities for conversation practice and non class-based learning through negotiation of conversation circles or volunteer opportunities for newcomers with local business, service organizations; focus on occupation-specific options	*	*	*	*		
2.Work with colleges/universities in N. Etobicoke to promote education for newcomers	2.1	Collaborate with Humber College and York University to assess newcomer needs for training at the college-level	*			*	*	Increased newcomers accessing college courses (specifically women and youth)
	2.2	Explore subsidized access to language services for newcomers		*	*		*	
	2.3	Collaborate with Humber College and York University to increase access specifically for women and youth		*	*	*	*	

5.5 Accessing Employment

GOAL: Newcomers in North Etobicoke will be meaningfully and adequately employed, in order to successfully settle and to capitalize on their skills and knowledge in the local economy.

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
1.Assess possible collaborations between employment supports and services in N. Etobicoke	1.1	Using current Community Services Directory, map and catalogue employment services; assess services, hours, locations, special target populations, etc.	*			*		Employment services are more cohesive and gaps in service are reduced
	1.2	Hold collaboration think-tanks (including employer networks) to explore possibilities within LIP for partnership, including referral systems	*			*		
	1.3	Support development of shared service agreements, MOUS and capacity building for employment support collaboration	*	*		*	*	
	1.4	Support collaboration between CIC, City, MCI and EO programming through facilitated dialogue and shared outreach, referrals, programming		*	*		*	
2.Prepare and link newcomers to	2.1	Map and catalogue all available EO providers, language training, other	*			*	*	Services that enhance

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
employment services in N. Etobicoke and across the City (including language training programs, skills development, job search, employment assistance programs and other related programs)		occupation-related training and supports (service hours, locations, service offers, etc.), including employment assisted services and supports (e.g. Global Experience Centres/Health Force Ontario, Career Maps, volunteer opportunities, credential assessment)						employability of newcomers are fully accessed
	2.3	Approach programs for collaboration on awareness-raising and outreach campaign	*			*	*	
	2.4	Launch an awareness and outreach campaign to inform and educate newcomers re: all available supports		*		*	*	
	2.5	Enhance language training and Canadian workplace culture training in newcomer job placement programs		*	*		*	
3.Engage employers on the value-add of newcomers to business and to the economy (at all levels) (Critical Partners in	3.1	Develop and launch a campaign for local business (including head offices) that outlines benefits of hiring newcomers, including tax incentives of hiring apprentices and/or mentors.		*		*		Employers feel increased incentive to meaningfully hire newcomers in N. Etobicoke

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
campaign include Ontario Works, Ontario Disability Support Program, other government employment programs and the City of Toronto Employment Centre, to be launched in the Woodbine Live)	3.2	Offer business-friendly information sessions for employers to gain knowledge of benefits of hiring immigrants, to reduce discrimination and to promote awareness of the contributions of highly-skilled/experienced newcomer employees. (Model: “Are You Ready” workshop)		*	*	*		
	3.3	Advocate local and large employers to adopt Job Creation programs (Existing model: “Investing in Neighbourhoods” coordinated by Toronto Employment and Social Services); promote benefits of job placements programs, job trails and mentoring		*	*		*	
	3.4	Track and acknowledge efforts of employers who hire locally, i.e. awards, gala, Employer of the Year, etc.			*	*		
4. Actively address barriers for internationally trained professionals to become credentialed in	4.1	Explore collaboration with initiatives targeting internationally trained professionals (e.g. CARE for Internationally Educated Nurses, IESW Bridging Program, AIPSO),	*	*	*	*	*	More IEP’s working and living in N. Etobicoke

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
the Cdn market		including messaging before landing						
	4.2	Support research (local, provincial and national) on the multiple barriers faced by IEP during the accreditation process.			*		*	
	4.3	Increase services to interpret and accredit certificates and diplomas		*	*	*		

5.6 Creating Leaders, Promoting Civic Participation

GOAL: Newcomers in N. Etobicoke will be highly contributing leaders in the community, mobilizing on issues that will result in positive changes to improve community conditions for all residents.

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
1.Support broader reach of local resident-led community development initiatives (i.e. Action for Neighbourhood Change)	1.1	Support the brokering of partnerships between resident groups, community leaders and other groups	*			*		More newcomers in N. Etobicoke are supported to learn about broader community life
	1.2	Promote cultural integration and reduce barriers to civic involvement through a broader advertising campaign that supports the development of resident – led groups (See Focus Areas # 1, Welcome Orientation Program)	*	*		*		
	1.3	Support existing initiatives to broaden training on civic participation in the community, capitalizing on existing resources in order to support any existing community mobilization	*	*	*	*	*	
2.Explore government-community sector and collaboration	2.1	Develop a resident-led Government Relations Task Force (activities to include educating newcomers on the responsibilities of different		*	*	*	*	Newcomers are more civically engaged

Priorities		Proposed Strategies/Activities	Timing			Key Stakeholders		Broad Measure of Success
			Yr 1	Yr 2	Yr 3	L	SW	
(focus on tri-level and community-City dialogue)		levels of government, asking community leaders to speak on issues during public consultations or forums, learning about strategic engagement of funders and decision-makers,						
	2.2	Track policy and legislative issues that impact newcomers in N. Etobicoke (e.g. immigration, settlement, jobs, education, health, racism and xenophobia in community and at gov't levels); develop initiatives to educate, raise awareness or address those issues through public consultations that engage funders and decision-makers		*	*		*	
3.Engage immigrant community that is integrated	3.1	Create a Champion (Mentorship) initiative; focus on cultural training and system navigation		*		*		Newcomers assets are realized beyond successful settlement

VI. Moving Forward

There is no power for change greater than a community discovering what it cares about."

--Margaret J. Wheatly



VI. Moving forward-Phase II (Implementation)

This report is the culmination of over 16 months of collaboration with many sectors and community residents/newcomers within North Etobicoke. Together, with the support of LIP staff, the work groups and newcomer residents were able to create visions and strategies for addressing the shared concerns of newcomer issues within the community.

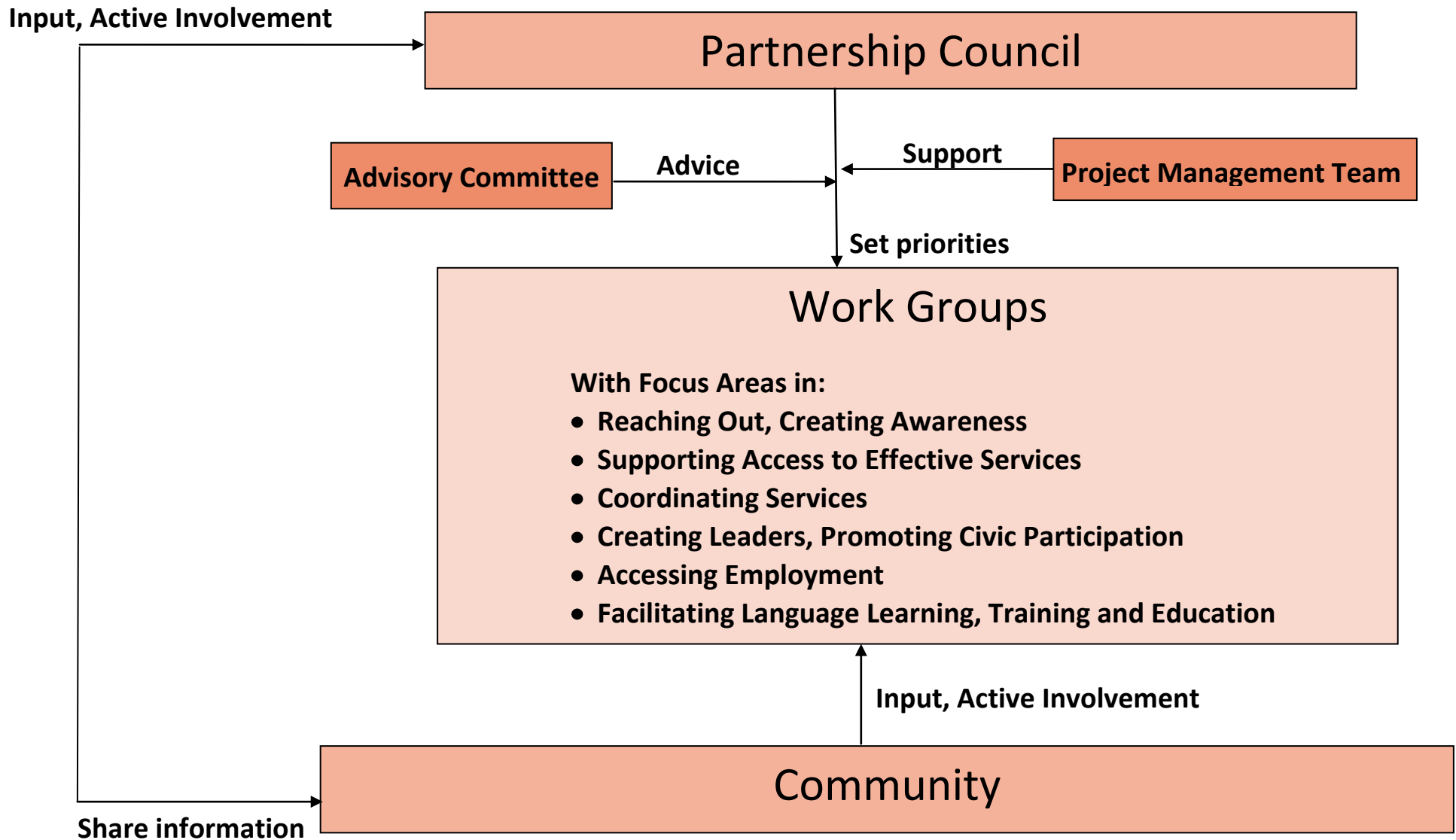
The Local Settlement Strategy for North Etobicoke defines a set of actions and a number of partners who have vested interest in the implementation phase. Work Groups will be developed for Phase II and each work group will decide on their own work plan based on areas of interest within the Strategy document. Work Groups will begin to explore funding options and in the meantime, begin to move forward with other actions identified within the strategy where partnership can be built and existing resources can be utilized.

The action plan document is developed for a 3 year period of implementation and will be carried out in priority sequence. Phase II will be year 1 of implementation. Prioritization of each action is dependent on resources (human and financial) and the effective collaboration of partners. Within the first year of implementation relationship building and ongoing conversations still needs to be cultivated before tackling actions items and collaboration for the work going forward.

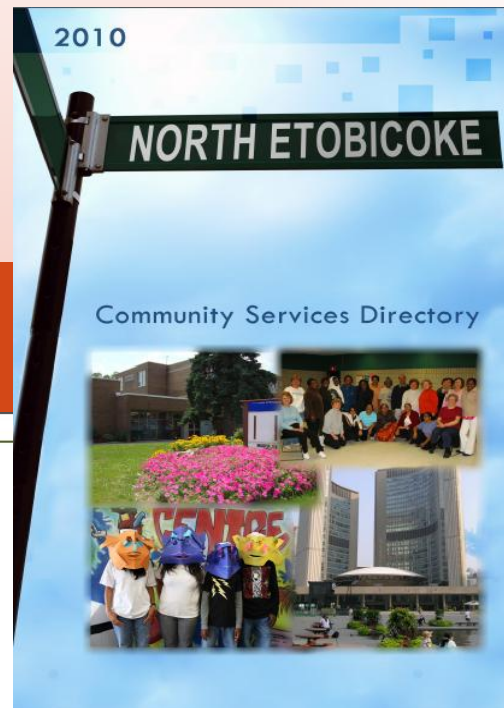
LIP will ensure that all the activities are incorporated through collaboration and coordination among partners who form the Partnership Council and the members of Work Groups.

The Council and Work Groups' membership is open at this point to other groups, organizations and service providers who may want to be engaged at different levels of the process. Membership may change from time to time reflecting the priorities of all stakeholders and/or service provision changes.

Proposed LIP Structure-Phase II



Appendix



Click to show one page at a time



North Etobicoke
Local Immigration
Partnership

Community Snapshot

Prepared by
Nayar Consulting
August 2010



Funded by / financé par :
Citizenship and
Immigration Canada Immigration Canada

Canada

Appendix

Appendix I. Terms of Reference

1. Vision and Mission

1.1 Vision

North Etobicoke LIP will improve newcomers' and immigrants' access to settlement and integration services, education, training and labour market, as well achieve a coordinated and integrated system of settlement services by improving communication and building and empowering partnerships among multiple stakeholders.

North Etobicoke LIP will focus on Wards 1 and 2, i.e. West Humber-Clairville, Mount Olive-Silverstone, Jamestown, Thistletown-Beaumont Heights, Rexdale-Kipling, Elms-Old Rexdale and Kingsview Village-The Westway

1.2 Mission

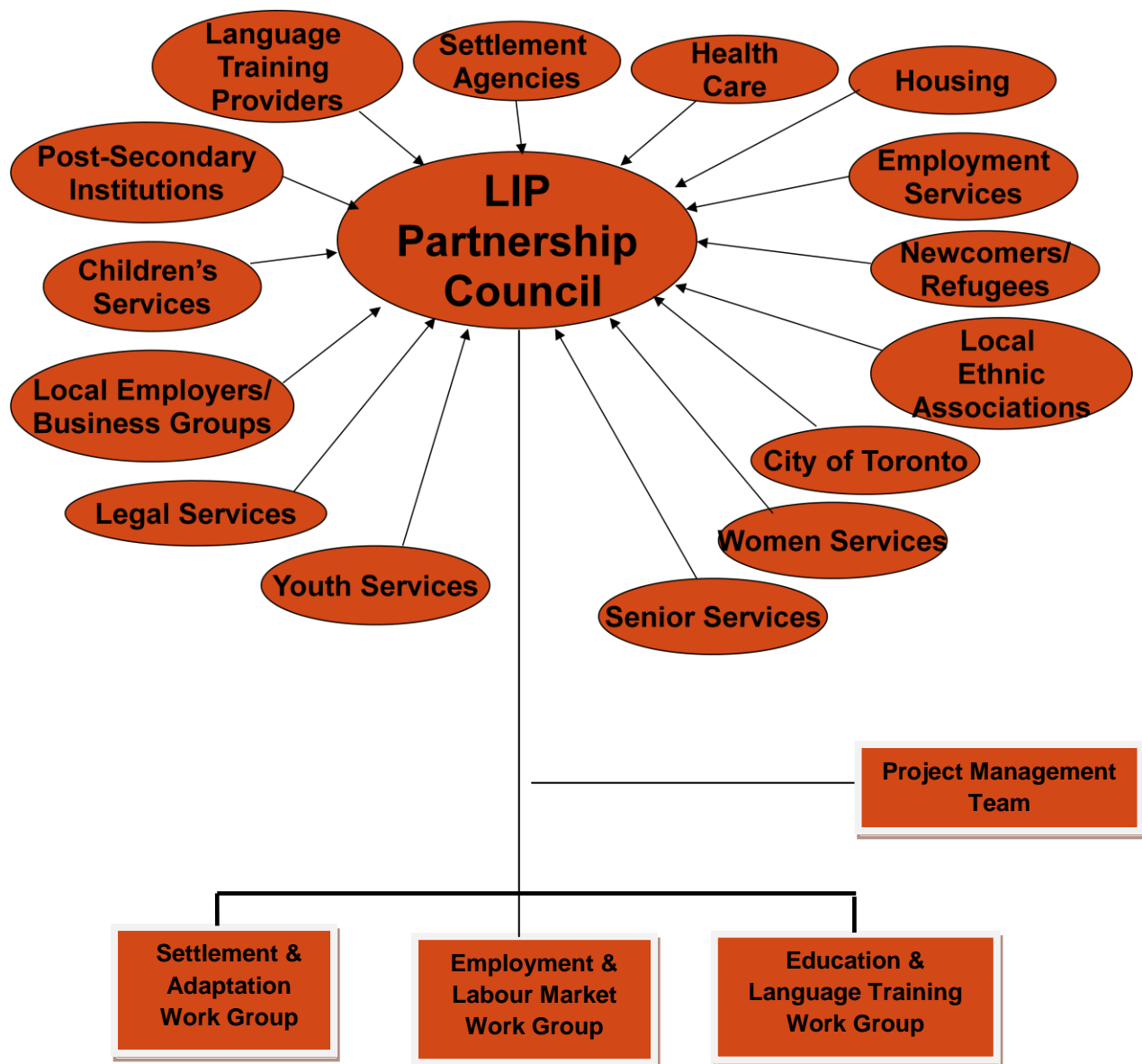
- To develop a comprehensive approach to settlement and integration that fits the needs of the 6 Toronto neighbourhoods represented in Wards 1 and 2.
- To identify gaps in services and provide supports required to address these gaps, to achieve service integration.
- To be a support network for the diversity of agencies providing services for immigrants.
- To build new connections and strengthen existing connections among existing local partnerships, smaller agencies, coalitions and networks.

2. Meeting Schedule

Partnership Council meeting is held on a monthly basis. Please refer to the work plan for the specific working period to confirm the meeting date and location.

3. Policies and Procedures

3.1 Structure for Phase I



3.2 Membership

The Partnership Council is comprised of service providers, municipal government, business groups, immigrant individuals and other stakeholders shown in the chart above, which are located, provide services, or reside in North Etobicoke (Wards 1 and 2).

The success of Etobicoke North Local Immigration Partnership is dependent on the commitment of all its members. Partnership Council members are expected to:

- Sign the Memorandum of Understanding

- Attend meetings.
- Notify the Co-Chair in the event of absence.
- Be actively involved at meetings, and bring forward issues and items of interest or concern.
- Be committed to a consensus building process.
- Be knowledgeable of the strategy, goals, and objectives of the Partnership Council.

3.3 Roles and Responsibilities

Roles of Partnership Council

The North Etobicoke Partnership Council will coordinate and oversee the development of the Local Settlement Strategy and Action Plans for Newcomer settlement and Integration.

Key areas to be addressed:

- Improve access and co-ordination of Settlement, Education, Language Training and labour market integration services
- Council will oversee the work conducted by established workgroups
- Address barriers and gaps in service provision to achieve better service integration
- Liaise with voluntary and community sector, private and public sector, service providers and all relevant networks to support inclusion of newcomers
- Establish linkages with existing LIPS and other community planning initiatives, coalitions and networks
- To share and disseminate knowledge, information and resources
- Ensure that council activities are conducted in a participatory and inclusive manner
- Examine the progress towards the development of its Local settlement strategy and related Action Plans for Implementation.

Roles of Work Groups

Work Groups are authorized to do the following:

- Select members based on what information, expertise, influence and skills needed
- Select members who have a vested interest in solving problems.
- Identify, research and develop action items
- Develop, review and revise action plans
- Devise a strategic direction for action plan

3.4 Decision Making

The preferred method of decision making for the Partnership Council is by consensus, where all members agree or at a minimum can live with the decision.

In special circumstances when a consensus cannot be reached, the Partnership Council will seek the majority vote.

3.5 Quorum

The quorum shall be 50% +1 of the full members.

3.6 Governance

The Partnership Council is the steering committee and advisory council for North Etobicoke LIP. The Co-Chairs of the Partnership Council head the Partnership Council and is responsible for convening and chairing the Partnership Council meetings. The Partnership Council is responsible for developing the Local Settlement Strategy and Action Plan.

The Partnership Council maintains oversight of all the activities undertaken by the three work groups, i.e. Settlement & Adaptation, Employment & Labour Market, and Education & Language Training. The Partnership Council is the decision-making body for the three work groups and set up guideline and action plan for each work group.

The Partnership Council's work is administratively supported by LIP staff.

3.7 Conflict of Interests

Members on Partnership Council and LIP staffs are expected to conduct themselves with personal integrity, ethics, honesty and diligence in performing their duties for the project. Partnership Council members and LIP staffs are required to support and advance the interests of the project and avoid placing themselves in situations where their personal interests actually or potentially conflict with the interests of the North Etobicoke Local Immigration Partnership.

Memorandum of Understanding

I the undersigned, agree to commit our organization to support the North Etobicoke Local Immigration Partnership and to abide by the processes, principles and values as set out in these Terms of Reference dated January 17th, 2011.

Agency Name:

Signature:

Position:

Date:

Contact person and alternate:

1.

2.

Address:

.....

.....

.....

Phone:

Email:

Fax:

Website:

Appendix II. Statement of Principles

The North Etobicoke Lip is part of a broader LIP initiative funded by Citizenship and Immigration Canada (CIC). The overall objective of the LIP initiative is to establish groups with cross-sectoral representation that will develop a strategy and implementation plan to coordinate and enhance local and regional service delivery to newcomers while promoting innovation and efficient use of resources.

The Vision of the North Etobicoke LIP:

North Etobicoke is a community where newcomers feel they can settle, adapt and integrate. The vision will be achieved through a focus on:

- Improving immigrants' access to settlement services, education, language training and employment through a comprehensive, coordinated and integrated system
- Identifying and addressing service gaps
- Supporting the many diverse agencies serving newcomers in N. Etobicoke
- Building connections and strengthening existing connections among the many stakeholders in the community

As members of the North Etobicoke LIP Partnership Council and Work Groups, **We believe that:**

Every person has inherent worth and dignity.

Newcomers have the right to be treated with respect and with sensitivity to their individual and family situation in a way that capitalizes on their strengths.

Newcomers are the current and future leaders in our community; they have essential assets that should be recognized and valued in relation to their role in decision-making in our LIP and beyond.

Newcomers have the right to participate in and influence all processes that impact their quality of life and integration into the community.

Coordinated, active intervention from multiple stakeholders at the local level and at all three levels of government is required to ensure that newcomers have the information and supports they need to actualize their contribution to society; these interventions need to begin before newcomers arrives in Canada.

We will strive for a system that abides by the following principles:

Values Cultural Differences - Embraces cultural diversity and respects differences within and across cultures.

Accessible - Supports services to have a maximum commitment to being accessible to newcomers from all the diverse communities in North Etobicoke.

Committed to Self-Determination - Supports the newcomer as the ultimate decision-maker for their families and themselves through personalized interventions.

Collaborative - Features services that are collaborative across the continuum in order to contribute to the vision we are all working toward.

Comprehensive - Is holistic, well-coordinated and comprehensive from the moment of initial outreach onward, in order to maximize outcomes.

Transparent and Accountable - Seeks to evaluate its efforts and achievements in order to demonstrate transparency and accountability back to newcomers and to the community at large.

We understand that:

All diverse agencies, institutions, groups, businesses and other organizations that engage newcomers in North Etobicoke offer strengths that must be built upon in order to achieve strong, coordinated local planning, service coordination and delivery.

Local planning needs to be realistic in order to be successful; we will strive to achieve measureable goals and we will focus on demonstrating excellence in the achievement of our priorities.

As newcomers become more established, their role in welcoming other newcomers evolves; everything we do will honour and engage those community leaders and groups that play the critical role of informally supporting the settlement process.

Success means approaching our work and our relationships with each other with integrity, honesty and a willingness to grow and change.

As a LIP, promoting a sense of hopefulness at the individual, organizational and community level is needed to successfully achieve our goals.

Appendix III. Consultation Questionnaires

Questionnaire 1:

Survey of Community Agencies in North Etobicoke

The North Etobicoke LIP is to create a settlement plan for newcomer services in North Etobicoke. In order to create the plan, we are in the process of engaging in surveys and consultations with service providers in the community. The purpose of this survey is to evaluate the performance /quality of services provided by agencies serving newcomers in Wards 1&2. Your responses will help to improve the service delivery and help to create a more coordinated approach among agencies serving newcomers. Please note that all information provided will be held in strict confidence.

Name of Agency _____

Service Users

1. What are the languages spoken most frequently by the clients of your agency?
☐ Arabic ☐ Bengali ☐ Gujarati ☐ Hindi ☐ Italian
☐ Punjabi ☐ Somali ☐ Spanish ☐ Urdu ☐ Other (please specify)
2. Which gender/age groups does your agency serve?
☐ Male ☐ Female ☐ Senior (55+ years old) ☐ Youth
☐ Other (please specify) _____
3. Approximately what proportion of your client population are recent immigrants/newcomers (in Canada for less than 3 years)?
4. Does your agency provide services/programs for any of the following persons?
Failed refugee/humanitarian & compassionate grounds, permanent residency
☐ claimants
☐ Those with an expired work permit
☐ Those with an expired student or visitor's visa
☐ Immigrants awaiting immigration decision (a refugee claim, humanitarian & compassionate grounds, etc)
☐ Immigrants whose immigration sponsorship has broken down
☐ Immigrants without any documentation

Services

5. What are the major settlement services provided by your agency to Newcomers?
Please list.

<input type="radio"/> Settlement	<input type="radio"/> Language Training	<input type="radio"/> Host Program
<input type="radio"/> Employment	<input type="radio"/> Individual/Family Counselling	<input type="radio"/> Housing
<input type="radio"/> Information Referral	<input type="radio"/> Child Care	<input type="radio"/> Youth Program

- ☐ Senior Services
 ☐ Women Support
 ☐ Legal Advice
- ☐ Other (please specify) _____

6. Is your organization receiving funding to deliver these settlement services?
Please indicate which services are not being funded.
7. From the services provided, which do newcomers/ immigrants prefer/ access most? Please list in order of preference.
8. Are there emerging/perceived needs of newcomers other than the ones stated above? Please specify?
9. What actions has your agency taken to meet such perceived needs?
10. What challenges does your agency currently face with regards to meeting the settlement needs of the immigrant community?
11. What would your agency need to overcome these challenges?
12. What does your agency do if/when it is unable to provide services to immigrant clients?
13. What service delivery model are you currently using within your agency?
14. What service delivery model would you recommend for the delivery of settlement services to newcomers and immigrants in North Etobicoke?

Collaboration

15. Which agencies or organizations in the community do you partner or work with to provide services for newcomers? Please specify in what areas of services?
16. To which agencies (if any) do you most often refer newcomer/immigrant clients?
17. Which agencies (if any) tend to refer immigrants/newcomers to your agency?
18. Which ways can North Etobicoke Local Immigration Partnership facilitate your delivery of settlement services to newcomers in North Etobicoke?

Publicity

19. How does your agency promote and market its programs and services to newcomers?
20. How do service users usually hear about your agency or services provided?

Questionnaire 2:

Survey of Local Employers in North Etobicoke

The North Etobicoke LIP aims to create a Local Settlement Strategy in North Etobicoke. In order to develop the strategy, we are engaging with local employers through surveys and consultations. The purpose of this survey is to assess the level of access to employment and training opportunities for recent immigrants. Your responses will help us to integrate recent immigrants into labour market and help employers better engage with employees who are recent immigrants. Please note that all information provided will be held in strict confidence.

Name of Business (optional) _____

Trade/Business Sector _____

1. Number of employees in your business _____
2. Number of recent immigrants (in Canada for less than 3 years) hired in your business
3. Did you hire any recent immigrant in 2009? If yes, how many?
4. Job positions filled by recent immigrant employees in your business
5. In which way do you recruit staff?
 - ☐ Advertise on newspaper
 - ☐ Advertise on website
 - ☐ Through recruiting agencies
 - ☐ Personal reference
 - ☐ Others _____
6. Have you had any difficulty in hiring recent immigrants? If yes, what are the issues?
7. Are you satisfied with the general performance of employees who are recent immigrants? ___ Yes ___ No What contributions have they made to your business?
8. What work issues do you think recent immigrant employees may have while working at your business?
9. Have you done anything to help recent immigrants to integrate into the labour market? If yes, what have you done? If not, why?
10. Do you know what services you might obtain from local community agencies or government programs in support of hiring or training for recent immigrant candidates or employees? In what ways do you think this might benefit your business?

Questionnaire 3:

Cultural-Specific Focus Group Consultation

The North Etobicoke LIP is to create a settlement plan for newcomer services in North Etobicoke. In order to create the plan, we recognize the importance of gathering personal newcomer stories or family experiences and suggestions for ways to improve services for newcomers in our community. Please share with us your experiences when you first arrived in North Etobicoke.

Participants Information

1. What's your ethno cultural background?
2. Which language is spoken at home?
3. How long have you been living in North Etobicoke? Did you live anywhere else in Canada?
4. Which neighbourhood do you live in?
5. Which age category do you fall into?
15-19__ 20-29__ 30-39__ 40-49__ 50-59__ 60-69__ 70+__
6. If you have children, what are their ages? How many children are living with you?
7. Do you have any other family members or friends living in your household?

Service Gaps

8. What barriers or problems did you face when you immigrated to North Etobicoke? Do you continue to experience those barriers or problems?
9. What services were you looking for, but had a hard time finding?
10. Where did you find help, friends or family/ cultural group/ faith-based organization/ community agency/ other system of support, please specify?
11. How did you select which settlement service agency to go, particularly the first time to do so?
12. Which programs or services do you find helpful? And in which way did it help you?
13. Which programs or services do you continue to use if any?
14. What do you think are the most important services that should be available to help future immigrants/residents settle into our community?
15. Did you find any challenges looking for work? If so, what were they?
16. What do you need / What did you need to overcome the challenges in job hunting?
17. What types of services were most helpful/least helpful in your job searching?

Suggestions for Improvement

18. How can settlement needs of newcomers be better addressed?
19. Do you like to live in North Etobicoke? If yes, what allows you to stay here? If not, why?

Questionnaire 4: Immigrant Women's Focus Group Consultation

The North Etobicoke LIP is to create a settlement plan for newcomer services in North Etobicoke. In order to create the plan, we recognize the importance of gathering personal newcomer stories or family experiences and suggestions for ways to improve services for newcomers in our community. Please share with us your experiences when you first arrived in North Etobicoke. All responses will be kept private. Your response will not affect your ability to access services or financial assistance.

Participant Information

Questions 1-6 are same as questions 1-6 in Questionnaire 3.

7. What are your three most important priorities for your life here in Canada?

Service Delivery

Questions 8 & 9 are same as questions 7 & 8 in Questionnaire 3.

10. What kind of support services were you looking for /received when you arrived?

Questions 11 & 12 are same as questions 11 & 12 in Questionnaire 3.

13. Which programs or services do you currently access? In which way is it helpful to you?

Questions 14 & 15 are same as questions 13 & 14 in Questionnaire 3.

Employment-Related Issues

16. What is your employment status and financial sources?

____ Employed: Self Employed ____

1. Part-time Work ____

2. Full-time Work ____

3. Occasional Work ____

____ Unemployed: School/Vocational Courses/Job Search Programs ____

4. Ontario Works/EI/ODSP ____

Others, please specify _____

17. How long did it take to find your first job in Canada?

Questions 18-20 are same as questions 15-17 in Questionnaire 3.

21. If you are currently employed, are you satisfied with your current job situation?

If yes, why? If not, are there other alternatives or preferences?

Suggestions for Improvement

22. Do you feel your life has become better after immigrating to Canada? Why?

The last two questions are same as the last two in Questionnaire 3.

Questionnaire 5: Immigrant Youth's Focus Group Consultation

The North Etobicoke LIP is to create a settlement plan for newcomer services in North Etobicoke. In order to create the plan, we recognize the importance of gathering personal newcomer stories or family experiences and suggestions for ways to improve services for newcomers in our community. Please share with us your experiences when you first arrived in North Etobicoke. All responses will be kept private. Your response will not affect your ability to access services or financial assistance.

Participant Information

Questions 1-6 are same as questions 1-6 in Questionnaire 3.

7. Which option best describes your living situation?

☐ Living at home with parents

☐ Living independently: Rent off campus ☐ Reside in residence on campus ☐

☐ Own ☐

☐ Others, please specify _____

8. What are your three most important priorities for your life here in Canada?

Service Delivery

The questions in this part are same as in Questionnaire 4.

Employment-Related Issues

16. What is your employment status and financial sources?

☐ Full-time study

☐ Employed: Self Employed ☐

☐ Part-time Work ☐

☐ Full-time Work ☐

☐ Occasional Work ☐

☐ Unemployed: Vocational Courses/Job Search Program/ Voluntary Placement

☐ Others, please specify _____

Questions 18-21 are same as questions 18-21 in Questionnaire 4.

Suggestions for Improvement

The last three questions are same as the last three in Questionnaire 4.

Questionnaire 6: Immigrant Seniors' Focus Group Consultation

The North Etobicoke LIP is to create a settlement plan for newcomer services in North Etobicoke. In order to create the plan, we recognize the importance of gathering personal newcomer stories or family experiences and suggestions for ways to improve services for newcomers in our community. Please share with us your experiences when you first arrived in North Etobicoke. All responses will be kept private. Your response will not affect your ability to access services or financial assistance.

Participant Information

Questions 1-6 are same as questions 1-6 in Questionnaire 3.

7. Which option best describes your living situation?

___ Independently own home: House___ Condo___ Apartment___

___ Residing with family/children

___ Rent

___ Living in subsidized housing

Others, please specify_____

8. What are your three most important priorities for your life here in Canada?

Service Delivery

The questions in this part are same as in Questionnaire 4.

Income & Employment-Related Issues

1. What is your employment status and financial sources?

___ **Employed:** Self Employed ___

1. Part-time Work___

2. Full-time Work___

3. Occasional Work___

___ **Unemployed:** Retired___

4. Volunteer___

5. CPP/ CPP Disability/ OAS/ GIS/ Survivor Benefits___

Others, please specify_____

18. Are you still willing to work after the age of retirement (55 years old)?

Questions 19-22 are same as questions 18-21 in Questionnaire 4.

Suggestions for Improvement

The last three questions are same as the last three in Questionnaire 4.

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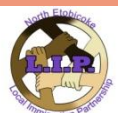
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